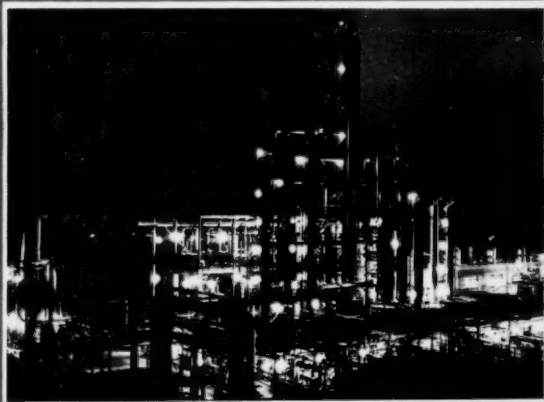


JULY, 1957

# Manage



- A MEDIATOR SPEAKS
- MANAGEMENT'S CHALLENGE
- AUTOMATION: A FRONTIER
- INVENTIONS WANTED

3 dollars / year

We cannot live for ourselves.  
A thousand fibers connect us  
with our fellow men; and along  
those fibers, as sympathetic  
threads, our actions run as  
causes, and they come back to  
us as effects.—Melville.

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# MANAGE



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## IN THIS ISSUE

JULY, 1957

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George Bennett, a Federal mediator, presents the inside story of mediation—how it works and what the purpose of the service is. "A Mediator Looks at Mediation," on page 13 . . . "Business Notebook" tells of a plan to give a tax break to companies that hire older workers . . . The historical-fiction series on the supervisor continues with the story of an apprentice during Elizabethan times . . . Should welfare and pension funds for workers be controlled? See discussion in "Washington Report" . . . **ON THE COVER:** The Semet-Solvay division of Allied Chemical & Dye Corp., showing the petrochemical plant, near Buffalo, N. Y. Polyethylene pipe compound is made here . . . Weston C. Cooley gives his idea of the best seven guides to getting along with your employees on page 38.

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CIRCULATION THIS ISSUE: OVER 76,000, DOMESTIC AND FOREIGN.



# EDITORIAL Memo

....FROM THE EDITOR

One of the things you have to learn to live with in management is a feeling of loneliness.

The higher you go, the more alone you feel.

You feel it some as a supervisor. You feel it intensely as an executive.

You notice, too, that the higher you climb in management, the fewer compliments you get on your work. "That's a great job, Joe!" is one of the ego-builders which keeps men climbing.

As you progress, you begin to wonder if the compliments you receive are well meant and sincere—or just apple-polishing.

You couldn't help being a little cynical if you tried the proverbial month of Sundays.

That's a basic reason for high principles and a code of ethics for management. You need guideposts to keep you going right.

These also give you faith in yourself as a manager. Without faith in yourself, you're lost in management.

Management is one of those professions where you need self-confidence in order to inspire the confidence of those looking to you for leadership.

As you know already, it is a neat trick to mix humility with compassion and self-confidence.

One reason so many fail in management is because they don't mix these three leadership elements in the proper proportions.

One reason the NMA club movement is popular is because the professional-type meetings of management men with similar interests enable the participants to understand that they actually are not alone but belong to an honorable society.

In this age of the mounting insignificance of the individual, everybody needs to belong to a group.

That's one basic reason for the success of the labor union movement: it's sociological.

To overcome some of that feeling of loneliness in management, you need to adopt the practical attitude of, "I may be alone but, by golly, I'm doing what is right."

We were reminded of all this last month when so many thousands of high schools and colleges were turning out honor graduates voted "The Most Likely to Succeed."

"Perhaps," we thought, "if the undergraduates doing the selecting better understood the real requirements of success, entirely different types of students would be selected for the Most-Likely-to-Succeed titles."

But that would not be fair, because idealism, even though oftentimes erroneous, is necessary to keep men going ahead.

The Pot of Gold always must be just over the next horizon.

Or maybe, better yet, somebody to sit down and talk with in complete faith and understanding.

*Dean Sims*



# Washington Report . . . .

....for supervisors

by Stewart French

The sound and fury of the winning and losing of the Battle of the Budget dies away in the National Capital with the beginning of the New Year on July 1.

Whether the appropriations for fiscal '58 are too much, not enough, or just about right, we've got to get along with them—at least until Congress can start passing "deficiency appropriation" bills to get money, more or less on the quiet, comparatively speaking, for some of the projects and purposes that were cut from the regular appropriations (with such fanfare of economy and beating of the breast to protect the public purse).

We had three such deficiency money measures for fiscal '57, totalling some half a billion dollars, over and above the regular '57 appropriations. Another type of appropriation bill, which accomplishes pretty much the same thing, is called a "supplemental appropriation." It, too, appropriates money over and above the regular appropriations.

Of course, it's a good thing that we don't hog-tie ourselves in the early summer of 1957 so that we can't deal with the possible emergencies and contingencies that may confront the nation in the Fall and the first half of 1958. The thing to keep in mind is that some of the billions and hundreds of millions cut from President Eisenhower's budget aren't necessarily out of our national spending for good—or for ill. Some projects that seem dead have

an amazing way of coming back to life, after the record for economy has been made.

#### SPOTLIGHT ON MANAGEMENT CONTROLLED PENSION FUNDS

As the Eisenhower budget battle fades away into history—and truly the world will little note nor long remember what was said on Capitol Hill and "Downtown"—a new battle rolls up, and one that promises to have a really lasting effect. This is the intense hassle over the proposed law to require public, and truthful, reports on worker pension and welfare funds.

Such funds now amount to about \$30 billion, and are increasing at the rate of \$7 billion a year, as pension and welfare benefits become more and more a subject of collective bargaining. It's a tremendous pool of capital, but, more important, these funds represent major security for old age and disability for more than 75 million workers and their dependents. Thus, from both an economic and a social or human point of view, pension and welfare plans are a major factor in modern-day America.

As a result, in great part, of the hearings conducted last year by the Douglas subcommittee of the Senate Labor Committee and the McClellan special committee this year, nearly everyone agrees that there should be public disclosure and at least some measure of public control over welfare and pension funds that are operated by unions alone, or jointly by unions and management. The AFL-CIO long ago backed such legislative proposals, as have management spokesmen and the agencies of the Federal government.

The stumbling block to enactment has been whether management-operated funds—funds for which management puts up all of the money, or over which management retains custody and control—should also be subject to the mandatory disclosure and truth requirements. The National Association of Manufacturers and United States Chamber of Commerce have said no, absolutely not: none of the hearings so far have brought

out any really significant, widespread practices involving misfeasance or malfeasance in management-operated funds.

Big Labor has said yes: Welfare and pension benefits are a part of worker compensation, whether the worker makes a direct money contribution or not; the law should apply equally to all; and the government hasn't gone after management the way it has after the unions. Some Senators have hinted that if management really wants an investigation of management practices they'll be glad to oblige.

Up until recently, the Eisenhower Administration seemed to feel that union disclosures were enough to start with. Within the last month, however, Secretary of Labor Mitchell has appeared before the Senate and House Labor Committee to recommend legislation with teeth in it applicable to all types of welfare and pension plans, numbering perhaps a half a million. He told Congress that the "vast majority of these pension and welfare plans are soundly and honestly administered," but said:

"There is good reason why at this time all plans should register because all workers who are beneficiaries rely upon the future benefits which they promise and are entitled to the same kind of protection. . . . Improvements in management of the funds can be expected if disclosure is required."

The Administration's proposals would be carried out through a law requiring registration with the government of all pension, health or welfare plans for which, or for contributions to which, exemptions or deductions are allowed under the Internal Revenue laws, as well as plans which apply to employees in any industry affecting interstate commerce. Annual certified audits by independent accountants would be required, and the Labor Department would have to make the reports public. Penalties are up to five years in prison and a \$5,000 fine for embezzlement from the funds, the making of false entries concerning them, or for the unauthorized destruction of fund account books.

The idea, President Eisenhower's Labor spokesman pointed out, is to encourage "appropriate State regulatory action and self-policing by the parties."

## YOU CAN'T BEAT UP A SUPERVISOR

Strikers can't beat up supervisors, the U. S. Circuit Court has ruled. Everyone knows that to use physical violence against another, except when necessary to protect person or property, is a violation of State and local criminal law. They're the tribunals that have jurisdiction over breaches of the peace.

But now the Federal Court has ruled that it's also an unfair labor practice, and hence a violation of the Taft-Hartley Act, for workers on strike to throw punches and rocks at supervisors who are doing work ordinarily performed by employees in a struck plant.

The case arose over an action by the National Labor Relations Board for enforcement of its order that members of the International Woodworkers of America must "cease and desist from restraining or coercing the employees of W. T. Smith Lumber Co., or the employees of any other employer, from doing business with Smith by threats of physical harm, whether such employees are strikers or non-strikers." The union opposed on the ground that the beatings and stonings had taken place only in the presence of employees already out on strike, and hence could not be said to have had any coercive effect.

In upholding the Board and granting enforcement of its order to stop beating up supervisors, the Court held that the assaults may have had the effect of deterring some of the strikers from abandoning the strike and returning to work. Also the federal tribunal ruled that the fact that there was police power in the state to deal with the violence did not mean that the NLRB could not hold it an unfair labor practice and get redress in Federal courts as well.

In other words, it can be a Federal case to beat up a supervisor.

## ❑ BATTING AVERAGE FOR SETTLEMENTS HIGH

While strikes, and violence and pay-offs in connection with them, make news, it should be kept in mind that such happenings are very much the exception rather than the rule and that management and labor have a very high batting average indeed, considering the size and complexity of our industrial system.

As was pointed out recently by Millard Cass; Deputy Under Secretary of Labor:

"We sometimes tend to forget the large amount of labor-management cooperation in our country. We publicize labor-management disputes and compile statistics with respect to them. How many people know, however, that over the past 10 years, the amount of total working time lost by work stoppages was only 0.36%? Thus, the working time not lost through labor-management disputes amounted to 99.64% of all working time.

"To compile this record, employers and workers have had to settle quietly and peacefully nearly all of the problems that arose between them. There are more than one hundred twenty-five thousand collective-bargaining agreements between management and labor. Every year about 100,000 such agreements are peacefully negotiated, re-negotiated, or adjusted under a reopening clause. Yet during the past 10 years there has been an average of only 4,212 work stoppages per year. Two-thirds of the contracts covering at least 1,000 workers are now for terms of 2 years or more. To some extent the increasing trend toward long-term contracts has reduced the volume of annual negotiations between labor and management. Tens of thousands of disputes and grievances are settled annually without a strike or lockout."

## ❑ DOING SOMETHING ABOUT THE AIR

While grappling with the spending of billions of dollars of your money and mine, foreign policy,

increasing the number of States to 50 by the admission of Alaska and Hawaii, and on and on and on, Congress and the Administration also have before them the very tough problem of the air above the United States. The trouble is there's just not enough of it, or rather we haven't yet worked out a way of using what we have efficiently and safely.

Last year, President Eisenhower appointed a Special Assistant for aviation facilities planning, Edward P. Curtis, to come up with facts and ideas based on those facts. Mr. Curtis recently made his report to the President, the President transmitted it to Congress with recommendation for action, proposed legislation based on it was introduced and referred to the Committee on Interstate and Foreign Commerce, and hearings were held. As of this writing, the committee—torn between the desire to cut down on the number of bureaus and agencies and ever-widening federal activity, on the one hand, and the need for fast, positive action to deal with the critical situation in our airways, on the other—is considering just what it should report to the Senate.

The President's Special Assistant reported:

"We have already passed that point in time where our aviation facilities are capable of safely and efficiently handling all the aircraft seeking to fly. Our present manual system of air traffic control has been unable to efficiently absorb a growth in aircraft population from 29,000 in 1936 to 90,000 today by patchwork improvements and short-term quick fixes. Today's safety level is provided by imposing arbitrary and costly delays upon civil aviation and restrictions on military aviation which could be very serious in times of national emergency. By 1975, we expect the U. S. aircraft population to increase to 125,000.

"As these aircraft become more versatile, productive and dependable, they are flown more each year. While in 1936 there were 5 million take-offs and landings at the Nation's airports, there are now 65 million, and 115 million are forecast in 1975.

"The anticipated 1975 performance spectrum of

civil and military manned aircraft ranges from sea level and zero speed to tens of thousands of feet, and speeds greater than sound.

"Today, even in clear weather, when traffic congestion reaches the magnitude indicated by our statistics, or when the speed of converging aircraft reaches that of a 45-caliber bullet, complete reliance upon a pilot's ability to see and avoid a collision is questionable. A safe system today and in the future requires continuous traffic control in some areas regardless of the visibility conditions.

"The requirement, therefore, is for an air traffic control system which can handle more of today's traffic, not just a fraction of it, and a system with the flexibility and capacity to grow and accommodate the air traffic of 1975."



**"If you don't mind, I'd like to work out these employee benefits myself."**

# A MEDIATOR

looks at

# MEDIATION

by George Bennett

CONSIDERABLE MYSTERY seems to surround the function of labor mediation and, it must be admitted, it is difficult to be articulate in describing what a mediator does.

As a matter of fact, the whole process of mediation is so frequently misunderstood that if you were to ask people in the labor-management field what a mediator did in a particular dispute you might get answers as diverse as the following:—

*"He suggested that both sides re-examine their positions and set up further sessions.*

*"He split us up into separate sessions, and then went back and forth until we all got tired of looking at him. Then things began to move.*

*"He seemed always to be in the*

*way. We were lucky to get a settlement.*

*"He talked rough to us, and that's what some of our people needed. I guess he did the same with the other side, too.*

*"He sat around and did nothing, but he did tell us some good stories.*

*"He did something all right, he got us coffee. And he showed up when the pictures were being taken."*

To speak for or against the accuracy of these impressions is not my intention, but perhaps it will clear the air if an appraisal of the mediation process is undertaken, with my own experience as a guide.

Initially, mediators generally have no formalized agenda with which to approach a mediation assignment. There are no preconceived plans of operation, and no claim is made of techniques that will assure success. Nevertheless, the mediator knows from experience that there are certain facts to be ascertained, certain

*The author is a mediator for the Federal Mediation and Conciliation Service. He serves in Connecticut and Massachusetts.*

**THE MEDIATION  
PROCESS  
IS SO OFTEN  
MISUNDERSTOOD . . .  
HERE IS . . .  
A VIEW  
. . . FROM INSIDE**

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steps to be taken, and certain conclusions to be reached. Each dispute varies from other disputes in many respects, and how the mediator will go about assisting the parties toward their goal of settlement will vary as well.

Why must a mediator act at all? Under the Taft-Hartley law (as under preceding law), a Government mediator is charged with the responsibility of assisting parties in a labor dispute to resolve their differences. As a representative of the public, as an employee of the Government, that is the mediator's duty.

What must the mediator do first? *Get The Facts.* The mediator may start the initial session by meeting with the parties in a joint conference. What he says and what he does will be important in determining his success.

*"Gentlemen, we are here to see what can be done to resolve the differences between you. Will the parties please state their respective positions."*

*"Representing the union, I'll tell you what we want. We are asking for 15 cents an hour, 2 more paid holidays, a vested pension plan of the General Motors type, clarification of bumping procedures under our seniority clause, a union shop and a one year agreement. I guess that is it."*

*"On behalf of the company, the following is our offer. Three cents an hour when accepted, a discussion of pensions in the next year, one additional paid holiday and a two-year agreement. And, on that question of bumping, we are willing to discuss it and clarify any misunderstandings, but we're not going to change the present system."*

With the statements of the two parties, the mediator has a starting point. He has the area of disagreement and the initial statements may serve to prevent the introduction later of additional issues—although there is no absolute bar.

*"Gentlemen, do you have anything further to discuss in joint session? It is not the function of mediation to prevent you from communicating directly with each other, so please go ahead if you have some matter you want to discuss jointly."*

It usually becomes evident to the mediator that he will accomplish more by dealing with the parties in separate session, and, where such is the case, that is done without further delay. At all times, in joint or separate session, the mediator seeks to

evaluate the basic differences between the parties. The facts must be ascertained.

To do an effective and complete job as a mediator, it is necessary always to keep the proceedings within control. There was control by the mediator of the session above described. It is not always that easy, for mediation is not necessarily welcomed by the parties. Inasmuch as mediation is a function with no force and effect beyond the acceptability of the mediator and the Service he represents, mediation can be fully effective only if the parties accept the function and the individual who represents it. How is that accomplished? Unfortunately, there is no set procedure and no sure road to success. Reputation, behavior and attitude will be important. Obviously, if both parties oppose mediation, an attempt to organize the proceedings will only make the settlement more difficult. Faced with that situation, the mediator may say:—

*"It is my feeling, having been with you to the present time, that you people have much to discuss with each other, and I suggest you continue to meet without mediation. I certainly am not dropping this assignment, and I shall be in touch with the situation from time to time."*

On the other hand, under similar circumstances, the mediator may decide to stay on the scene because of the nature of the dispute (i.e. prod-

uct, number of people involved, imminent deadline) and move into the background to allow the parties to negotiate directly.

Where is the control under such circumstances? What the mediator did was to serve notice on the parties that mediation was moving out at that time and that it would only be back if the parties were unable to work out their differences. This approach has proved most effective.

In the example above described, both sides resisted the attempt of the mediator to organize the negotiations. Why? Perhaps the answer is that the parties only needed some outside force to bring them together, after their break-off and now, supplied with the forum, they have much about which they can talk. Another possible answer is that the mediator moved into the situation prematurely and thereby upset the strategy of the parties. Then again, it could be that the parties had used mediation in the past and they just do not like it. It might be resentment against the "outsider." It could be an inherent fear of the "Government meddling in private affairs." Perhaps the mediator just did not fit the parties and the parties did not like him. How then should the mediator proceed? He should try to make mediation acceptable, realizing the enormity of the task. In the final analysis, if the parties persist in not having mediation guide

the negotiations, mediation may function, but in a limited manner.

It is more common, where there is opposition to mediation, that one of the parties will object to it. Incidentally, lest it appear that I am overemphasizing the objection aspect to mediation, I have found that opposition to mediation is by far the exception rather than the rule. If there is any intra-party difference of opinion, the appearance of the mediator may arouse the fear that he will give weight to one of the opinions being championed. Such a situation is rarely obvious at first but it will probably become apparent.

*"Mr. Mediator, we have been discussing our position while you were in the other room. Some of our people feel that we have gone too far, some feel that we have gone just about far enough at this time, and there is also a feeling here that we should be thinking about another move now. What do you think?"*

*"Certainly there are many possibilities. The union is demanding that you move. If you sit tight, the pressure will build up on you to make a move. On the other hand, at this point in the negotiations a move by you would probably not settle the dispute and you will be called upon to counter a counterproposal from the union. Only you know what type of a move you can consider now, and only you know how far you will be prepared to go to get the settlement."*

Under such circumstances, it must be the party's decision to move or not to move, and the mediator seeks to impress that on the group. The mediator will discuss the alternatives, but the answer is left to the group. You can see why. To mediate is one thing, to meddle is another.

A source of objection in the minds of some people is that because one party has sent the required notice to the Mediation Service the other party tends to suspect it. It may appear when the mediator makes his initial contact with the parties.

*"Mr. Company Official, I am calling you to check the status of your contract negotiations with the union. Do you have a new agreement coming up?"*

*"Sir, there is nothing wrong here. We have been meeting and everything is going fine. Why did the union contact you? Did the union ask you to call?"*

In my opinion, there is a one-sidedness to the mechanics that puts the Mediation Service on notice of an impending alteration or termination of a labor agreement. Under the law, it is the party that seeks to modify an existing labor agreement that must notify the Mediation Service 30 days prior to such contemplated change. It is the union that sends in that notice most of the time, for it is usually the union that moves first to change the terms of the existing agreement. The union

makes the first contact with the mediation agency, and even though the mediator assigned checks with both parties to determine the preliminary status of the negotiations, it may still appear that mediation is simply an extension of the union demand. Unequivocally, that is not so, and certainly the law does not intend it to be so.

An objection to mediation that does have some basis in fact is raised in a situation in which a negotiator seeks to use the threat of mediation as a pressure on the other side.

*"Listen, Mr. Company Official, if you don't stop this horsing around, I'm going to call in mediation."*

*"There is no use to try to talk sense to you union boys any more—if we don't get down to reasonable talk here, I'm going to put this in the hands of the mediator."*

Mediators cannot prevent such things from being said, but must they constitute a threat? Confidence in the process of mediation, recognition of it as a proper extension of collective bargaining, and the threat disappears.

On the important subject of organization of the proceedings, once control has been established, definite care is required to maintain it. Many factors will determine the mediator's ability to guide the negotiations. What are they?

It goes almost without saying that the mediator must listen to the parties. Whether in joint or separate

session, the mediator must hear out the parties patiently and with detachment. Patience by all is a basic requirement in collective bargaining, there being no quick way to arrive at a settlement.

*"Boy, if you only knew what we have been up against here for the last year. That industrial relations man they hired is really bucking. And at the worker's expense. That job evaluation set-up. It's been murder."*

*"This is the worst committee we have ever seen. No leadership and absolutely no responsibility. You should see what they've been taking up through the grievance procedure. And that demand on seniority. We had a lay-off a while back and one of the committee got hit by it. We know our employees would like to get rid of this committee."*

Being a good listener is important. Many things are said in the presence of the mediator that are not specific issues in a dispute, but it is healthy that they be said. The mediator serves as a sounding-board.

Certainly the mediator must understand what he hears. He must recognize the issues and class them apart from other matters that invariably come up at negotiations time. The terms used in labor-management relations have their own meaning, for we have here a special language. Mediators come to know the terms by constant contact with them.

*"We're going to hit the bricks unless we get the pattern.*

*"It has to be a two-year firm contract. No reopenings.*

*"We want an across-the-board increase, and we are going to insist on negotiating at least the cost of a pension right now. They'll have to agree on a GM type, too.*

*"Why won't they do more than discuss bumping on a lay-off?*

*"Full union shop or else. Never mind modified or maintenance-of-membership."*

It helps to comprehend what is taking place at the bargaining table by keeping abreast of other negotiations, settlements, business conditions and trends.

A tactless mediator is no mediator—or not for long! Tact is a natural trait, not easily acquired and seldom learned. It is a necessary quality in this business—it is truly basic equipment. In a given dispute, there may be a need to bear down, but how it is done and when it is done are important. The timing of a move may be right but a tactless approach will derail the settlement.

*"Mr. International Representative, you may have been around this game a long time, but it sure has gone by you if you don't take hold of the suggestion I'm making. Listen to it, don't jump to conclusions, and I'll make it simple so you can follow me."*

The best idea in the world would

have no acceptance with such an approach. You can be sure that mediators who endure have tact. It has been said that the proficient mediator is so tactful that he can bring up a new idea and have it develop as the original idea of the participants. That is tact at the highest!

The mediator must be enterprising. Every dispute has an answer somewhere, sooner or later, and the mediator wants the parties to find it sooner. It is generally agreed that most people will ultimately find a way to solve a problem by themselves. The mediator, on behalf of the public and the participants, works to help the disputants find that answer at the earliest possible moment. However, it is fundamental to the entire discussion to recognize that the parties settle or fail to settle their disputes—that is their responsibility and it cannot be placed elsewhere.

In fairness to mediation, there are situations in which the mediator actually supplies the formula for settlement, where, in his absence, there would have been no solution other than complete capitulation by one side. I am talking here about the substance of the settlement rather than its timing. Even in such circumstances, it is the responsibility of the parties to accept or reject those suggestions.

The mediator must be honest and impartial. It has been said that mediators do not care how the dispute

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is settled just so long as it is settled. That is not so. Mediation will not allow itself to be involved in back-door or shady arrangements. There is, rather, a sincere interest to see that the parties reach agreement, comprehensible to all, satisfactory to all, from top management to the newest employee.

To be effective as a mediator there must be optimism. It is a most dangerous situation in which there is a pervading feeling that a strike is inevitable.

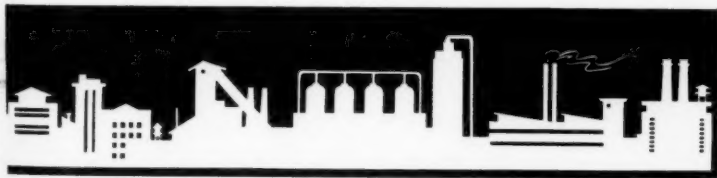
*"It is not hopeless. There is a solution here, and it is going to be found. It will take adjustments by both sides to find it, but it can be done."*

The mediator must go forward, always probing for the solution, confident that there is a solution. If it cannot be found now, it will be found later.

One of the most vital functions the mediator has to perform is to keep the lines of communication open. In an extreme case, he may be the only means of maintaining contact between the parties. After all, not all disputes are settled without a strike, nor do all mediation sessions necessarily bring a settle-

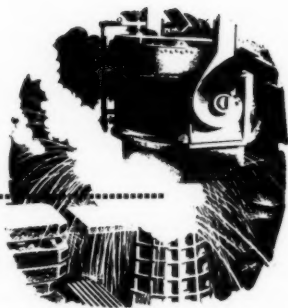
ment. Mediation has no more important role to perform than to make certain, at all times, that the parties know the area of disagreement. When, after a rough mediation session, the mediator is driving along, homeward bound, alone with his impressions of what has just happened, he will often ask himself if there were something he could have done that he failed to do or something he should not have done that he did that would shorten the dispute. Why? If the parties know why they are in disagreement, if they know what the price is to end the dispute, and if mediation has made an effort on behalf of the public to render assistance to solve the dispute, has not all been done that can be done? Perhaps time is all that is needed. If so, it will have to wait.

Eventually, the dispute will be concluded and the parties will return to their normal relationships. The mediator seeks, as the final settlement, to further this process by the use of all the skills at his disposal. He strives, further, to learn from each succeeding experience how he can best serve as a useful force in preventing and minimizing labor disputes.



# now open to the public.....

by William V. Packard



*... A new process for making steel promises to double capacity and cut costs.*

**J**UST BEFORE you step into a late model car, whether in showroom or garage, take a look at the fenders. They represent a 100-year dream in steelmaking come true. They may have been made by the new oxygen process.

When Henry Bessemer succeeded in developing the now famous and familiar Bessemer converter a century ago, he fulfilled half of his plan. He produced steel in large quantities at low cost.

But he wanted to go the rest of the way: to lower the nitrogen content of the steel and improve its quality by adding oxygen to the blast. He was balked because large amounts of high purity oxygen were then unavailable.

Later, the steel industry bypassed

the Bessemer process and developed the open hearth method of making high quality steels. Its efforts led to more and better automobiles, washing machines, vacuum cleaners, refrigerators, driers and many other products which strip away drudgery and wheel in new comforts and pleasures.

But now Bessemer's dream of an oxygen steelmaking process has become a reality. With the steel industry launched upon the greatest peacetime expansion program in history, this couldn't have come at a better time.

The new oxygen steelmaking vessels can produce steel at the rate of more than 50 tons an hour compared with 20 to 25 tons hourly from modern open hearth furnaces. Operating costs of the new process are substantially lower, and the quality of the steel produced is comparable, for

*Reprinted from STEELWAYS*

many purposes, to steel produced by the open hearth method.

An even greater advantage in this day of high expansion costs may be its lower capital investment. Indications are that oxygen steelmaking capacity, complete with oxygen producing plant, can be built for half the cost of comparable open hearth capacity, or less.

Although the new process is just emerging from its gratifying trial runs, over two million tons of oxygen steel have been produced with excellent results. This steel has been rolled, welded, bent, deep drawn and subjected to myriad other exacting operations required in modern manufacturing. It seems especially suitable for making cold-rolled sheets, a tonnage product widely used in many of our mass-produced consumer products, such as automobiles and household appliances.

One of its most successful applications to date is in automobile fenders which are cold-formed in deep drawing dies of huge presses. Only steel sheets of the finest drawing quality can qualify.

The oxygen steel performs equally well when drawn cold through dies to make wire or when rolled flat, slit and welded into pipe.

At first glance you might mistake an oxygen converter for a Bessemer converter. But should you have a chance to see it operate, you'd quickly notice the differences. It has no

holes or tuyeres in the bottom. Instead, it is equipped with what the industry calls a retractable, water-cooled lance, but which is actually a kind of hose for oxygen. Refining is accomplished by lowering this lance into the top of the vessel and blowing high purity (about 99.5 percent) oxygen onto the surface of the charge comprising molten iron and scrap.

The operation looks deceptively simple because most of the work is accomplished by means of push-button mechanical gadgets. But workers must be highly skilled in handling the controls, and they must be constantly alert because the action is so fast.

Attractive as the new process looks, don't expect steelmakers to start ripping out their open hearth furnaces.

Steelmakers must still rely on open hearth or electric furnaces to make the high carbon, alloy and stainless steels required for many uses. So far, the oxygen converter is suitable only for production of low carbon steels.

The oxygen converters will be installed gradually at first to complement existing steelmaking furnaces. Then, if operating experience remains favorable, steel producers will add them wherever they can be most efficiently employed.

Meanwhile, those new fenders offer a sneak preview of drama in the making.

Application for employment (cont'd).....

Criminal record, if any Sentenced  
to the state prison  
in 1948 for auto theft,  
served two years of  
three year  
Sentenced  
paroled

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# WHERE *Prison* RECORDS DON'T COUNT

by Irene Stanley

THOMAS Betzner is nearly blind; he sees through a haze. He is 60 years of age. But he is earning a living. He is employed by a heater company in Cleveland, Ohio.

On the other hand, Robert Stein is only 33 years of age. He is clear-eyed and strong, but lost a leg in World War II. He also is working at the company.

Regardless of age, these handicapped men are hired for the specific job each can do.

Not all handicaps are of physical nature. There are men with more difficult handicaps to overcome—a prison record, for example.

Take Mr. X. This man is in his fifties. He served two years in a state prison for forgery. He said: "I tried to get a job on my own, but just couldn't. I went to the Parole Board and they sent me to the Hotstream Heater Co."

He is now working alongside young Robert Stein and blind Tommy Betzner. This bustling factory makes no distinction between physically handicapped and those with criminal records.

Mr. Louis R. Mendelson, president

and founder of the company, says: "Since the inception of this plan, some 16 years ago, we have helped over 500 ex-criminals. These parolees come to us through the Parole Board. Our attitude has been to hire these men if they have the ability to do the job. The number of parolees on our payroll has totaled as high as 15% of our working force of 150 men. When I go through the plant, I do not know who they are; nor do I care."

The man who interviews the parolees soon forgets their prison records as they make good on their jobs. Those who fail to make good, usually drift away on their own.

Mr. H. (factory manager) stated: "These men have to eat and live like everyone. We give them a chance to be self-supporting. After they finish their parole periods and prove satisfactory, they get promotions like anyone else."

Hotstream offers employment also to Fenn College students who find it necessary to work to pay their tuition. These students are handicapped too—financially. Some students attend college three months and alternately work three months, until they graduate.

An interesting case at Fenn College was that of Japanese student Kenzi Miyasawa. Kenzi was only 19 years old when M/Sgt. C. R. Jordan

of the U. S. Air Force befriended him in Nagoya. Kenzi hated all Americans before meeting Jordan.

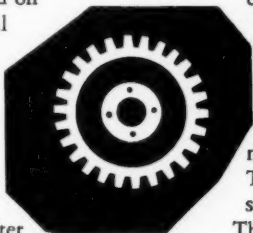
Because Jordan had always wanted to attend college but could not afford to when he was young, he decided to sponsor Kenzi. The boy came to the United States and enrolled at Fenn College in Cleveland.

To repay Jordan, Kenzi got a job at Hotstream through the cooperation of Fenn College. Here he worked with handicapped persons, ex-convicts, native Slavs, Germans, Poles, Italians, all proud of being citizens. He not only learned to become self-supporting but he also learned that our democracy was based on the principle that all men are created equal. They were all given the same opportunity.

The Hotstream Heater Co. celebrated its 40th anniversary this year. It has become one of the largest manufacturers of hot water heaters in the country.

In this land of ours there are many which, like Hotstream, can boast of accomplishments from a very small beginning to a large and successful enterprise. But how many are giving handicapped men a new lease on life?

As one of the handicapped workers remarked: "We are grateful for the opportunity to become self-supporting!"



# MANAGEMENT'S CHALLENGE



by E. W. (Bert) Cochran  
*Assistant Factory Manager, NCR*  
*NMA Director*

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**M**ANPOWER is our most important resource. In most companies, the key manpower question is, "How can we assure the continuing development of men who are able to assume the responsibilities of managerial leadership?"

At all levels, company leaders are asking, "How can we replace key people who leave, retire, or die? How can the organization be strengthened? How can we develop the supervisors, managers and executives of the future?"

I believe we have the answer in the membership of the National Management Association and the services this organization has to offer.

Today's competition is forcing companies to cut costs through equipment modernization and methods improvement. Every company, whether engaged in manufacturing, utilities, refining, mining, or service,

is faced with making progress through changes.

Not only does this mean spending thousands of dollars for new and improved tools, methods and facilities, but it also means that technological changes must be handled in such a way that real savings are realized.

Behind successful changes are the decisions and actions of all levels of management.

We've heard it before and we will hear it again in 1957: "All we expect is a fair day's work for a fair day's pay."

Employees are paid for a fair day's work, and in return, management expects a fair day's work, whether in a quantity of output or services performed.

Average hourly wages have increased tremendously in the past 15 years. In future years, everyone hopes that companies can afford to pay even higher wages—but today,

more than ever, every company faces the constant pressure to obtain a good day's work in return for wages paid.

The year 1956 was a peak employment year. It was also a year where fringe benefits and other costs were paid by American companies to attract, add to and hold their work forces.

These facts, plus a genuine interest in providing steady work for their employees, are leading more and more companies to study the ups and downs of production and employment. The aim is to minimize the spurts and cut-backs in production levels and thereby stabilize employment.

Actions of top management must be carefully put into effect at the work level by departmental supervision.

The price-squeeze isn't new to anyone who has seen what is happening to retailers' prices, purchased parts or supplies, or to those who have bought a major appliance or

automobile in recent months. Bargains and cut-prices are common.

Big savings to the consumer mean tough problems for the manufacturer. The customer looks for a product to be distinctive, yet inexpensive. The manufacturer strives for quality at the lowest possible cost.

A company's success depends on all its managers—from top management right down to first-line supervisors. All these management decisions determine whether a company makes or loses money.

Deciding on a course of action to get profitable results is no easy matter. Management men must make their decisions in the face of pressures from employees, stockholders, competitor companies, the government and community leaders. Directly or indirectly, all these pressures influence management decisions.

It is not enough that management men should know how to handle today's problems, but we also must know how to cope with those of tomorrow.

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*Condensed from an NMA speech presented in Dayton, O.*

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*At an examination of a class in first aid, a member asked:*

*"What would you do if you found a man in a fainting condition?"*

*"I'd give him some brandy," one member answered.*

*"And if there wasn't any?"*

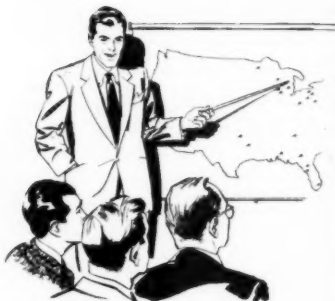
*"I'd promise him some."*

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*Floridan: (picking up a melon)—"Is this the largest apple you have?"*

*Californian: "Stop fingering that grape."*

# LEADERSHIP AND GROUP ACHIEVEMENT



ARMY RESEARCH  
POINTS TO  
NEW CONCEPTS  
OF LEADERSHIP  
... OPPOSED  
TO STANDARD  
METHODS OF  
MANAGING MEN

by Francis H. Palmer

MY MAIN problems are with people." The lieutenant looked out over the tubes of his 120 millimeter anti-aircraft guns penciling above the busy crews of the battery. "My job," he continued, "is to make people perform so that the battery shoots as accurately as the weapons system permits."

In these words a young Army officer puts his finger on the crux of leadership situations today in which we are trying to achieve a maximum performance of man-machine systems. Those words, "make people perform so that . . ." are on the minds, not only of artillerymen, but of factory supervisors, farmers, industrialists, and many kinds of teachers.

Getting people to perform in one way or another is, after all, leadership in action. But when you think in terms of a machine-tailored goal, it is no simple matter to bring human performance to the far limits imposed by our modern "machine" environment.

The artilleryman has, like most leaders, a heritage to fall back on: experience, schooling, opinion, legend, war stories. All of these serve him. But in his intricate man-machine situation, he is still asking himself many questions.

What can he do to help his team achieve its mission? What are the best relationships between him and his team for the fostering of achievement? Are these relationships constant, or does his role as a leader vary with the activity of the group and its composition at any given time?

To answer some of these questions—even as partially as we are prepared to answer them—we must leave the leader and think for a moment in terms of the *goals* of the group organization. It is often assumed that a group has a single goal, easily associated with a specified activity. The truth is, however, that human groups are seldom engaged in a single activity.

Even relatively simple groups such as a railroad section crew are usually pursuing several goals. These goals may include not only laying track for the railroad, but also any of the various individual satisfactions sought by members of the group. In fact,

the Human Resources Research Office has designed studies which assume that to be proficient a group must excel in *several* activities. Moreover, those human factors which contribute to high performance in one activity may be entirely *unrelated* to performance in other activities.

These two assumptions—as well as certain implications for leader-group relationships—have evolved from a project aimed at helping the anti-aircraft lieutenant answer some of his problems. It may be helpful to outline this project.

The research task was to identify those human factors within AAA batteries which differentiated particularly good and poor organizations. It proceeded along these lines:

1. A large number of senior Army officers and battery commanders were asked to enumerate those activities essential for the performance of the anti-aircraft battery's mission.

2. Measures of these activities were developed so that the battery could be rated in a reliable and valid manner as it performed its duties.

3. Then, measures of certain human characteristics of the battery were developed. These included leadership roles and techniques used in the unit, the interpersonal relation-

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ships of the men, the personalities of various key personnel, and the background, attitudes, and level of morale of the unit's personnel.

4. A large sampling of batteries was then chosen and tested from two standpoints: from that of performance of its essential activities and from that of its human makeup.

5. Finally, measures of performance were correlated with human factors, thereby indicating which human factors were consistently present or absent in high achievement of the several activities essential for the success of the group.

Such a study might be expected to produce certain "obvious" conclusions. It might discover that a unit composed of well-shaven, responsible, neat, intelligent men would naturally operate more efficiently in achieving its goals than one which was not. Or, if the men were well grouped from the standpoint of friendship and ability to get along well—like the Harlem Globetrotters, perhaps—they would form a better "team" and, hence, could be expected to operate more effectively. In short, that if all the admirable human traits and relationships you can think of were somehow tossed into our mixture, we would have a close-to-ideal organization. Let us look at some of the results of the study.

It was found that a unit which was particularly good at one type of activity, such as identifying and tracking aircraft with its radar, was

no more likely to be good at maintaining its equipment than a unit which was poor in the operation of its radar. Also, that a unit whose Absence Without Leave (AWOL) rate was low was no more likely to maintain its equipment well or operate its radar well than a unit with a high rate of absences.

It was found that human characteristics which related to one type of activity were seldom related to another. Indeed, on occasion, a characteristic related to desirable performance on one task was negatively related to desirable performance on another!

It was found that radar crews whose members more often chose one another as off-duty companions performed more *poorly* when operating their equipment than those crews who limited their associations to duty hours.

What, exactly, do these findings show? That it doesn't make a bit of difference whether equipment is properly maintained, or whether a unit's AWOL rate is high? Or that it really doesn't matter whether teammates are compatible? Not at all.

Although each of these factors has, of course, important implications outside the scope of this study, the findings do show that we must be careful in generalizing about group performance on several activities simply because the group has performed well on one. They also show that there *are* work situations in

which congeniality among group members does not contribute to proficiency on specific tasks.

Furthermore, they suggest that we need to learn a good deal more about families of human activities—that is, types of group tasks which require the same interpersonal background. Only when this is known can we begin to generalize safely from the results of one study about those factors which will contribute to performance on tasks other than those concerned in the study.

Finally, the present results suggest hypotheses which may have bearing on the training of young leaders. Perhaps we can now say to the young leader that his behavior might well vary with the specific activity in which his organization is engaged. We could add that in the usual case where the organization is involved in several activities, the appropriate role should be tailored to the activity which he considers most essential.

We might also say to him that the degree to which he should maintain social distance between himself and his followers will vary according to whether the unit's task is more closely associated with the satisfaction of individual needs among unit members or with more impersonal—or externally imposed—goals. In other words, if the primary goal, at a particular time, is to erect a unit social center, he should be more familiarly involved with his men. If the pri-

mary goal is a specific military mission, he should maintain relatively greater social distance.

We may say to him, too, that in certain activities his leadership will not be as effective or as important as the leadership of his subordinate officers. For example, the performance of radar crews seemed to be most closely related with the characteristics of the crew leaders, while attitude and morale measures were more closely associated with the actions of the battery commander. He must realize, then, that at all times he does not *directly* play the most important leadership role for all segments of his organization.

These findings are general and specific. They are derived from a military situation, but it is likely that they apply as well to many public, commercial, vocational, and educational situations.

It is a fundamental tenet, of course, that production, working hours, personnel qualifications, and plant operation in general are all geared to the goals of the organization. Now we should begin advising our young leaders to consider carefully the specific goals of their organizations before they initiate leadership activity. It boils down to a generality with specific applications. In time, the researcher hopes to whittle down the generality itself. In the meantime, it is a direction in which we can confidently travel.

*Reprinted from ADULT LEADERSHIP, monthly publication of the Adult Education Association of the U.S.A.*

# AUTOMATION...



## ... a frontier a challenge

by Roger W. Bolz

**T**ODAY WE STAND on the very threshold of a new era, and from modern technological developments we can see a promising future. As an engineer and editor it is not too difficult to visualize the evolutionary forces of the next decade culminating in an era fascinating beyond measure. What forces lead one's imagination to such conclusions? For the main part—automation!

Today, automation is something both meaningful and vague. New for the most part only in name, it has now expanded into a variety of industries sufficiently to receive wide recognition. Tremendous improvements in automation technology in the past few years have also increased its application and area of use.

From humble beginnings many years ago, automation has slowly evolved under the force of economic necessity until today we can glimpse a future of immense possibility and promise.

*What Is It?* Automation is a contraction of the words automatic-op-

eration. It denotes automatic operations, or the process of doing things automatically, regardless of the area of application. It is not synonymous with any other word. It does not mean mere mass production, which is basically only volume manufacture of products from interchangeable parts—Eli Whitney mass produced completely by hand methods. It is not just mechanization either, since mechanization simply means doing things with or by machines, not necessarily automatically.

True automation implies an automatic continuous or cyclic arrangement for fully or partially manufacturing, processing or performing services under self-feeding, self-initiating, self-checking and automatically controlled conditions. From the standpoint of the workman, it eliminates the undesirable characteristic of mechanization in which the operator functions as an integral mechanical part of the production cycle. Instead, it makes the

operator a skilled master controller of a complete production unit.

Today we find automation on every hand, in all stages of development and use. Wherever conventional manual methods of manufacture, processing or distribution could not be accomplished within acceptable quantity, quality, effort or cost levels, automation has slowly developed. The continuing competitive effort to supply basic and market demands for products, commodities and services at acceptable cost and quantity has made automation a necessity.

Automation by and large is a result of either the basic need to meet a mass market demand or to make possible a product that can be merchandised at an acceptable price, regardless of quality. *It is not a tool by means of which labor is to be eliminated.* On the contrary, seeking automation with no other motivating reason than that of reducing labor misses the point and, most often, produces unsatisfactory results.

Actually, only in a few areas of industry has any significant manpower reduction been made—for instance, in such installations as warehouses where the actual problem was one of complete inability of hand labor in coping with the problem in terms of speed and output.

A. H. Kuhnel, assistant manager and division engineer of The Austin Company's Special Devices Division, in a recent statement emphasized this

important management approach pointedly: "Naturally, one must consider whether this investment would be economically sound. If the only object of such investment were to eliminate the operators in a process plant, it is almost certain that it would not pay. It is very doubtful whether the personnel would be reduced at all.

"However, if one resorts to the cybernetic principle with the object of increasing the quality of the product, of eliminating the cost of blending and additives and the attendant storage facilities, of increasing the yield from a given quantity of materials, of reducing the energy required to produce a given quantity of product, then the picture looks altogether different."

In seeking to create higher quality products for lowest possible unit costs and at suitable production quantity levels, automation offers most dramatic returns. The important achievement lies in the increased production gained from decreased scrap losses and downtime; better and more uniform product; improved machine utilization; and more economical use of materials with closer control of tolerances.

It is necessary to recognize that under automation a number of related factors must be co-ordinated. A large, unsatisfied market or one in the making creates the need to automate in order to serve it adequately. First, this means a relatively signifi-

cant investment in equipment and engineering time. But such an investment should be made only with a complete market study and a closely co-ordinated sales and distribution plan.

Unless the increased output can be readily marketed or marketed at a rate synchronized with production output, trouble may result. It is seldom economical to slow down or to shut down automatic lines. The basic investment costs continue regardless. On the other hand, once an extensive line is put into operation, it is often found that increased skilled help is needed.

There are many examples of automation on hand today. As we run through only those everyday necessities such as toothpicks, matches, paper, flour, breakfast cereals, beverages, food products, automotive equipment, electronic circuits, hardware, and on down the list, the story is impressive. But today, the accomplishments in these areas are being transplanted into other production fields. Automation to some degree can be found almost everywhere; from producing shovel handles to electronic components. And the results are always similar—better products at lower unit costs.

Perhaps it would be well to just take a brief look at some of the major effects of automation on plant management. A few of these can be enumerated:

FIRST—Plant communications

will assume more and more importance. It is highly desirable to develop an education program covering the basic why and wherefore of automation. Final success of such installations can be assured by understanding, sympathy and cooperation of all plant personnel.

SECOND—Employee training will be of tremendous importance. Plant automation engineers and supervisors, machine operators and maintenance personnel trained at higher levels are needed. As machine systems grow more complex, the skills needed increase greatly. Technical skills and abilities will be in top demand to create, operate and maintain equipment.

THIRD—Staff management needs will most likely increase considerably. More specialists will be required to plan and co-ordinate operations. Increased long-range planning on products, sales, marketing and production will be necessary. In addition, more work in human relations, research, accounting and like functions will be needed.

FOURTH—Cost methods will need revamping. Present methods of operation on the basis of direct labor costs will become obsolete. Other, more factual, accurate and timely means of calculating costs will be needed.

Few people who haven't experienced the engineering problems of an automation program appreciate the vast number of engineering hours

it takes to plan for—design—and prove out an automated installation. To draw from our own experience—a quotation was being sought on automation equipment to machine and assemble a proposed product being considered as an addition to a line. The bidder was a company that advertised their services as automation specialists. They finally declined to quote on the grounds that their experience had been mainly with machinery that had been developed by their customers over a long period of years. They did not have a sufficiently large engineering staff to think through the steps of making this new product so as to properly plan the machinery and make an estimate.

This situation is changing today to the extent that more and more engineering groups are entering the field with accumulations of experience that are enabling them to plan and design equipment that works with a minimum of puttering, cutting, and trying to make it go. But it still takes a lot of engineering man-hours, and the number of engineers required is bound to increase. Nor does this outside assistance eliminate the need for a program within the user company.

More and more companies are establishing automation engineering departments to maintain a constant long range re-evaluation of their automation status. By this means a practical step by step program can

be carried out successfully, and this is being done.

Assuming now that your company is blessed with a management that understands automation—that it is not just something you send a purchasing agent out to buy by the box-full—you may logically ask how to go about becoming more automated. This is being done in varying ways. In small companies, for instance, responsibility may be vested in the top executive or production manager; in medium size concerns, perhaps in a committee or small engineering section; in large companies, in a whole division or department.

On the basis of facts developed by the responsible personnel—administrative, production, and engineering management agree to go ahead—design and plant engineering contribute their know-how and a program is set up whereby the step-by-step process of manufacture is studied to determine the long range overall plan and the area of need.

Cost evaluating procedures must be agreed upon so that a choice of the available alternatives can be made on a realistic basis. Those persons specifically charged with the responsibility for the automation program would do well to study other fields wherein automation is being advanced, and learn which parts of this broad technology can best serve their requirements.

It is wise to beware of over-mechanization and gadgetry. Quite

soon in this fascinating field you find that everyone who sees the results of your handiwork thinks of himself as an automation engineer and questions immediately why various phases are not done automatically.

It seems quite simple for the casual observer to overlook the complex advances you have made and ask "Why do you still put the glue on with a hand brush?"

Your answer may well be, "It's practical that way." We've encountered a few cases where the comment was—"We're working on a real idea now that will be the most automatic contrivance yet made, but we still have to find a way to salvage the \$50,000 stuck in it already."

Working with a program in which all phases of your existing organization are fully cooperating—management, engineering and labor gain an understanding as to what is really being sought. Small problems can delay or wreck the best conceived plans. Attainment of fully successful

automatic operations calls for full and sympathetic top management backing. Understanding and good communications from the top on down will help greatly in "closing the loop" for results.

Methods-study men of yesterday sought to determine whether a given motion was really necessary, but the automation engineer of today is questioning on the one hand:

1. The design of the product—is it suitable for manufacture? On the other:

2. The manufacturing method—do we need this operation at all? And finally:

3. The operation itself—is it in the right sequence—should it be done by automatic machines—can the automatic operations be linked together to get automatic production?

Start with one project of your overall plan, work it over carefully, and see for yourself what the techniques of automation can do for you.

*From a speech given before the 32nd National NMA Conference by the editor of AUTOMATION MAGAZINE.*

*"Did I return your lawn mower?"*

*"No, you did not."*

*"Now what'll I do? I want to borrow it again, and I can't find it."*

*"Sorry, old man, but my hen got loose and scratched up your garden."*

*"That's all right, my dog ate your hen."*

*"Fine! I just ran over your dog."*

*Keeping everlastingly at it, brings success and nervous prostration.*



# Boycott

by Louis Ruthenburg

The people of the United States, at long last, are beginning to realize that labor unions are in a position to impose hardships unlimited.

Rev. Edward A. Keller, C.S.C., professor of economics, University of Notre Dame, recently said:

*"If the UAW boycott against Kohler is successful, no employer, no matter how big or strong, would dare resist the demands of any union, with the threat of destruction hanging over him at the bargaining table. The destruction of the Kohler Company by boycott would demonstrate the complete monopoly power of the UAW-CIO. This is why the entire nation has a vital interest in this long drawn-out, complicated labor dispute."*

NMA members should familiarize themselves with the facts about the UAW boycott of the Kohler Company, second largest manufacturer of plumbing ware in the United States. The strike against Kohler was called April 5, 1954.

Again quoting the Reverend Keller:

*"Last spring, after being out on strike two years, the UAW practically admitted that the strike was lost. . . . Nine government bodies have adopted boycott resolutions. The legality of such ordinances is highly questionable because most states require awarding of a contract to the lowest bidder."*

Don Rand, international representative UAW, said:

*"It seems to me almost sinful to have any labor dispute degenerate as this one has—where we actually have to wreck the company. That's what we're doing, wrecking the company."*

In December 1956, Emil Mazey, secretary-treasurer UAW-CIO, said that the Kohler strike, then in its 34th month, had cost the UAW \$10 million.

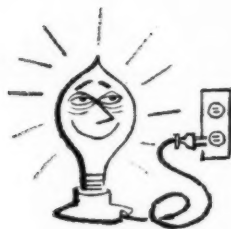
Limitations of space prevent presentation of the complete story of the Kohler boycott.

If you are interested in additional information, ask for these documents:

*"Can Reuther's Boycott Bring Kohler to its Knees?"—Human Events, 1835 K Street, N.W., Washington 6, D. C.*

*"Can A Free Economy Tolerate Union Violence?"—Kohler Company, Kohler, Wisconsin.*

# INVENTIONS WANTED



... by the Armed Forces

**I**DEAS of free lance inventors are needed right away to help solve nine "blue sky" problems which baffle the Armed Services, according to the National Inventors Council, U. S. Department of Commerce.

"We describe a problem as 'blue sky' when we suspect it will take imaginative, sky-is-the-limit thinking to solve it," explains John C. Green, director of the Office of Technical Services and the council's executive director. "The man who cracks one of these puzzles won't be bound by traditional barriers between sciences. He may have to be the modern equivalent of an Edison or Marconi—or even a Houdini."

The council is the official clearing house for all inventions of potential value to the government. Since 1940, this organization of scientists has examined more than a quarter of a million ideas submitted by amateur and professional inventors, passing those with merit along to the Armed Services. Many of these inventions, including the tropical dry cell battery and signal mirror, now are standard equipment in the Army, Navy and Air Force.

The nine revolutionary ideas needed by the Armed Services are:

§ **Non-magnetic Compass:** A device small enough to be carried by a man on foot which can determine true north, independently of the earth's magnetic field. Better still, it should enable a man to determine his position accurately.

§ **Explosive Mine Detector:** A method for locating explosives buried at shallow depths below the earth's surface. Present detectors locate the explosive's container or signal the presence of a hole in the ground.

§ **Method for Converting Light into Electrical Energy:** An invention which will convert a small amount of light into enough electricity to operate electrical equipment. Far greater power output is needed than has as yet been supplied by solar batteries.

¶ **Snow Track Eraser:** A practical means of destroying the tell-tale tracks of men or vehicles across snow fields. Object is to restore original contour of snow field to avoid air detection.

‡Destructive Ray or Wave: Equipment of usable size capable of producing death rays effective at 500 yards—without excessive power input. Investigations so far indicate that a completely new approach is needed.

§ Universal Track: A new method of traction for land vehicles for use on all types of terrain. Present steel tank tracks wreck paved roads.

¶ **Radical Method for Unloading Ships:** New means of quickly discharging large quantities of military supplies from commercial or military vessels, either over the beach or at dockside.

¶ **Vehicle Black-out Devices:** Inventions to mask the light, noise and radiation from combat vehicles operated under cover of darkness.

¶ **New Type of Communication:** An ingenious new method of transmitting intelligence, non-detectable except by the desired receiver. The military is seeking a new principle which does not use electrical impulses, electro-magnetic waves or sound waves.

If anyone can come up with a practical idea for meeting one of these military objectives, he is encouraged to mail his solution to the council. Complete lists of hundreds of technical problems affecting the national defense may be obtained by writing NIC, U.S. Department of Commerce, Washington 25, D.C.



"And if you don't do better next time, you're going to be out of a job. That's my forecast."

# SEVEN GUIDES

to  
getting along  
with  
your employees

by Weston C. Cooley



*The following philosophy of good employee relations was prepared by Weston C. Cooley, Foreman of the Maintenance Department, Lockheed Aircraft, Van Nuys, Calif., for distribution to his supervisors. The Editors of MANAGE thought the ideas expressed here should be given a larger audience, the NMA membership. . .*

ONE—Be fair and square in your dealings with your employees. This is one of the most difficult of all qualities to attain, due to the inherent nature of human beings to favor those employees they like.

Maybe Joe Doaks does irritate you, but he must receive the same fair treatment as Jim Jones, who you think is a top-notch man. Nothing is more demoralizing, more conducive to let-down in work, than partiality.

This means, for example, that the janitors must get the same impartial treatment as the higher paid electricians. It means that if you give Ed Smith a week's extension on his vacation, you must be prepared to give every man and woman in your department an extension.

In cases where a policy within the department must be set, where precedent or procedures do not indicate a solution, the few minutes taken to discuss the problem and the possible

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solutions to the problem in a meeting are generally worth a great deal. Agreement by the majority with any policy generally means no squawks later.

**TWO**—Be firm at all times. Don't be wishy-washy, bending like a reed from decision to decision. Be quick to insist that errors on the part of your employees are corrected. First, see that they are corrected, and then take necessary steps to see that they do not happen again. Don't be afraid to make an employee tear out and re-do work that has been done wrong.

Insist on quality work, following prints and specs, when available, to the "T." When you announce a new policy, don't be afraid to follow through on this policy.

For example, if you decide, or the decision comes down to you, that the speed limit on scooters is 10 m. p. h., then enforce this rule. Correct your employees who violate this rule, and take stronger measures for repeated violations.

**THREE**—Be pleasant and polite at all times. Don't ever argue with your employees. Don't confuse discussion with argument. To discuss things with your employees is commendable and necessary, but to allow a discussion to degenerate into an argument is an unpardonable mistake. You are not a member of a debating team, and you should never appear to be.

Never let your temper go. Speak

in an even tone, and never be conciliatory or sarcastic in your tone. Don't be aloof in your tone, and never use a different tone of voice for different employees.

Remember, if you use different tones of voice for different employees, your employees will soon learn to tell what your thoughts are from the tone of your voice. Your approach to each employee and his problems must be different. Your tone of voice must never be different. Pleasantness and politeness are the cheapest, although not always the easiest, ways to gain respect from your employees.

**FOUR**—Admit your errors. The small man, the narrow-minded man, the egotistical man, the coward—all will never admit their errors. They are the slaves of excuses, no matter how far-fetched or illogical may be their reasons for error. The big man, the man with guts, will admit his error, and it takes guts.

It takes courage to stand before an audience, be it two employees or 20 employees or your boss, and say, "I was wrong." "I made an error." Your employees will spot your excuses and tab them as excuses the minute you give them.

This is one of the quickest ways to lose their respect, and without the respect of your employees, you cannot expect to be able to perform your job to the full degree.

**FIVE**—Give your time to your men. Don't ever be short or abrupt with them. Except in extreme cir-

cumstances, when an employee wants to talk to you and asks, "Are you busy?" or "Can I see you for a minute," always see him and listen patiently to his problem. If the employee is a chronic complainer and continually ties you up for hours, naturally you cannot allow this to go on.

Lay your cards on the table and tell the employee that you'll be glad to talk to him for so many minutes, but at the end of that time you have other work to do. Explain to him that if each employee talked to you for one hour a week, you would spend days, nights, Saturdays and Sundays doing nothing but talking to your employees. He will understand.

When an employee stops you to show you what he is doing, or what he has just completed, take your time and look over his work carefully. Ask questions and take an interest in it. It is not necessary to pretend an interest in what you are looking at. By applying your mind and concentrating on the subject, you can really become interested. Your employees respond to the degree that you show interest in them or their work.

SIX—Treat your employees as individuals—with individual likes, dislikes, and problems. Each individual is different from another because he was born of different parents (heredity) and his life and experiences are different from those of any other individual because there is no

stereotype of living conditions or experiences (environmental). There are 10 with 66 zeros after it, atoms in the earth. There are 10 with 2,700,000 zeros after it, different combinations of nerves in the human brain. Each combination produces a different reaction. No wonder people are different.

You must recognize this difference and never lump employees into categories. Each employee has his ideas on what he considers fair and just, what he wants out of life, why he is working, what makes him happy and what makes him sad. Try to talk to your employees and draw them out to determine how they feel, what their thoughts are and then remember what you learn from them and adjust your actions regarding your employees accordingly.

If the employee tells you anything about his home life, don't hesitate to ask him from time to time how his wife and children are. If your employee just bought a new home, ask him about it, draw him out but do not pry. Ask him how his new lawn is coming, or what kind of fertilizer he used, but don't ask him for statistics such as how many square feet the home has, or how much it cost, or how much down he had to pay. Ask him questions to promote discussion, but make them general. In conclusion, take an interest in each employee individually.

SEVEN—Get help from your employees—invite their suggestions.

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When you have a particular problem to solve, never pick one solution and say, "This is the way it will be done." If the problem is mechanical, go to one of your mechanics and say, "Charlie, I need your help on a job." By asking for his help, you are not showing yourself as stupid. You are showing yourself to be a smart person who knows that two heads are better than one.

If the problem is especially complicated, call your mechanics together and present the problem to them all. Ask questions, draw them out, ask why, where, when and how. Make them feel that they are taking an active part in the decision, which of course they are. Then when you put their solutions to work, you will find that their interest in the job will be much greater, knowing that they had a part in the solution.

Don't fall victim to the "suggestion box" idea. Never put a suggestion box out. Depend on personal contact with employees to bring

forth suggestions. Contact each employee occasionally and tell him that as a member of this department, we would appreciate any ideas or suggestions he might have for improving the department. Never let a suggestion go unheeded. Always accept it, study it, and put it into effect, if worthy, giving credit to the individual making the suggestion. If the suggestion cannot be put into effect for some reason, be sure to tell the employee the full and true reason why his suggestion was turned down. Be sure he understands that you appreciate the suggestion just as much, whether it can be used or not. In this way, he won't go away with the thought, "I'll never give them another suggestion."

### CONCLUSION

Most of the above can be summed up in this way: be honest, conscientious, fair, firm, thoughtful and open-minded. It's not easy, but the results will astound you. Why not try?

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*Robert Ingersoll was famous for the number of atheistic books in his library. One day a reporter asked him how much his library cost.*

*"Well," replied Ingersoll, "... these books cost me, anyhow, the governorship of Illinois, and perhaps the presidency of the United States!"*

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*"When I was your age," the old salt told the young boy, "I had to fight off 16 cannibals who tried to attack me in the jungle."*

*"But," the boy countered, "last year you told me there were only eight."*

*"That's right," the old man said, "but last year you were too young to know the whole horrible truth."*

The "family" way is  
a system of plant management  
that is open to debate . . .  
but it is . . .

## the **WOODWARD WAY**

by **Clarice Young**

THE TERM "white collar workers" has been extended past the desk and front office of a factory. Woodward Governor Co. in Rockford, Illinois, is doing it and has been doing it for some years. This company has an organizational policy which promotes the idea that the company is one big family with no sharp lines separating the factory workers from the office workers. They call it "the Woodward Way."

Woodward Governor employs 850 people and has produced governors and auxiliary control equipment for prime movers since 1870. Their three product areas are waterwheel, Diesel, and airplane governors.

The "Woodward Way" believes that the dignity of the individual is most important for the welfare of the company. Every step is taken to make the members of the company family feel that the plant is a second home and to feel a loyalty to it as

they would towards their private homes.

First there is the plant itself. The building is of buff-colored brick, with a Tannon stone front and Bedford stone trim and looks more like a government building or an art museum than a factory. With the exception of a control mezzanine, the office and manufacturing areas are on one floor. The building is windowless, completely air-conditioned and all incoming and re-circulated air is electrically cleaned of smoke, dust, pollen, etc. The entire building is sound-proofed and is lighted by fluorescent lighting fixtures.

The building is divided into two parts, the manufacturing area and the office area. Both for appearance and for cleanliness sake, the entire manufacturing area has green and cream colored ceramic tile walls and green terrazzo floors.

The uniqueness of the building does not stop here. A public address

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system of broadcast quality covers the entire building. In addition to paging and time signals, music and news are broadcast at stated intervals. On Saturday afternoons in the Fall the employees hear football games. At other times the radio may carry a political speech or an Armistice Day ceremony. Often during pre-election campaigns political speakers are brought to the company by its legislative committee. They speak over a mike from the mezzanine overlooking the machine shop. It is possible for the workers to stop their work to listen, and see the speaker without leaving their work stations.

In the basement area is a cafeteria and a large recreation area which contains reading tables, game tables and bowling alleys.

The medical department in the plant offers the members of the company excellent facilities and service. X-ray machinery, a diathermy treatment, the electrocardiograph, and an ultra-violet light room are all made available for the members' use.

A new feature in psychological and philosophic medicine for the company is Dr. John Gordon, the company's chaplain. Dr. Gordon takes daily walks through the plant on the lookout for people who want to ask his advice. Employees agree that his help has done much to solve individual domestic and work problems.

Cleanliness is a password at Wood-

ward. Signs throughout the plant saying, "If it doesn't belong on the floor, pick it up" are constant reminders to all members of the company. The floor of the factory is spotless and is completely washed once a week.

The company believes that there is a high correlation between cleanliness and efficiency. As a result, it is the only factory in the country which insists that all the employees wear a shirt and tie to work. All employees, both office and factory, wear clean blue shop coats over their clothes.

As part of their neatness program the company has a barber shop in the basement of the plant which gives regularly scheduled haircuts to all its employees. This saves both time and money for the worker.

The proper maintenance of the Woodward home is a joint responsibility of each member, just as each individual's personal home is. Each worker is responsible for the area around his particular operation. A bronze name plate can be found in the front of each individual's work area labeling his area of responsibility. Each machine operator is responsible for the condition and appearance of his machine. He usually paints it at least once a year.

One of the unique systems in the company's organization is its rating plan. It is this rating by the workers and the supervisors which determines the wage scale for the

members. There are three divisions in the rating system. There is the department evaluation list compiled by co-workers. This list is compiled from ratings wherein each member of the department rates the members of his group in order of value. He considers industry, skill, neatness in work area, personal appearance, and effect upon other members, in judging the individual's contribution and relative position on the list.

The second division is the department evaluation list compiled by the supervisors. The supervisor of each department will make out a department list rating all members in his department. He will first make out a Progress Report on each member of the department and then place them in numerical order according to their relative value to the company. This is done independently, with no reference to the co-worker rating list.

Under the third rating division the workers rate their supervisors anonymously. This third step rounds the rating system out completely and gives the worker an opportunity to suggest other members of his department whom he believes to be as well or better qualified to be the departmental supervisor.

All the departmental ratings are compiled into one list. It is the responsibility of the Plant Rating Committee to establish wage levels for the hourly wage members. This is accomplished by dividing the master

list into groups of approximately similar value to the company.

A worker is considered eligible for this annual rating and possible raise in wages after his two years of probation. At this time he receives a service pin. The pin is an indication that the member has satisfactorily completed his two years of service with the company. Each service pin has a numeral insert indicating the number of years of service. This numeral insert is changed yearly until the member has been with the company 25 years. Then a diamond will replace the numeral.

Ira C. Martin, company president, says that "the high-test gasoline that keeps the human being humming is commonly known as ego. Normally, vocations are insufficient to keep our egos well fed and healthy. Each of us should develop avocations."

In the Woodward company a set of committees have been developed as mediums of education and channels for some of members' surplus energy. The big job of the committees is in public relations and has nothing to do with the routine operation of the plant. The committees are legislative, tax, finance, health, recreation and open door. Each committee is headed by a permanent chairman and co-chairman appointed from the senior and junior executive staffs. The balance of the committee is elected. A member is elected to the committee of his choice by popular vote. His only obligation in his

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committee work is that he consider the welfare of the company ahead of any personal consideration in his decisions.

The legislative committee's job is to study and recommend to the company family the passage or defeat of laws they feel affect the company. They also investigate the qualifications of all candidates for office, and post their choice on the bulletin board ahead of election.

The tax committee studies all legislation that will ultimately affect the amount of taxation that will be assessed against the company. Since the company, as such, has no voting power, the only protection afforded it is the voting power of the members who make their livelihood as participants in the company's endeavor.

The finance committee's job is to investigate and recommend contributions of the company as well as the membership for various purposes. The health committee's job is to be the watch dog of health maintenance and accident prevention, in addition to advising the cafeteria on menus and prices. The Woodward health program is divided into preventive medicine and curative. The company has been recognized twice as one of the very few plants in the United States to attain an accident frequency rate of 1.98 and a severity rate of .008.

The job of the recreation committee is to promote recreational ac-

tivities. It is in charge of a softball field, croquet and quoit courts, four bowling alleys, a rifle and pistol range, small games and membership in the industrial baseball, basketball, and bowling leagues. The auditorium, located on an upper level above the main office area, is used for holiday parties, special civic programs besides its monthly management-worker meeting.

The open door committee is, as its name implies, a standing committee without a particular job. Any problem not specifically covered by one of the other committees is automatically referred for solution to this committee.

This committee planning finishes the circle of experience for the Woodward member.

All this unusual planning and organization is done with a purpose in mind. It is Martin's idea that the company should be a family with similar loyalties, interests, and experiences which will be channeled along the same way—for the individual's self-development and for the growth of the company.

It is easy to see where a member of the Woodward Governor Co. would get the "family feeling." He is an important part of a complete unit. No matter what his level of work in the company may be, he is made to realize that he is a vital part. He helps make the decisions in this *his* family in the traditional and successful "Woodward Way."



## V---Elizabethan

by Henry John Colyton

NED WOODRUFF was by no means sure he liked his fellow-apprentice, Tom Wyatt. Not that it made any difference. To a lanky 15-year-old serving out a seven-year term of apprenticeship to Master Edward Whitley, the joiner, his own preferences meant very little.

A boy must learn a trade, a useful trade that would make him a solid citizen once he became freeman of his guild. But that time was seven long years away.

Meanwhile there was Tom. He was older by two years, and Ned shared the straw bed and the cramped chamber under the peaked eaves of Master Whitley's house with him. At first Ned had been glad of the prospect, homesick as he was for the fields of Chelsea where his heart had its home with Mum and Dad and half a dozen brothers and sisters.

But Tom soon taught him what it meant to be the junior apprentice. As the two worked in the shop, Tom kept up a running fire of muttered commentaries. "What you trying to do, hack up a joint? . . . your fingers shake like grandam's . . . lawks, but you're slow—look, idiot, that's no way to drive a peg . . . God ha' mercy, Master Plowboy, watch your fingers."

"Plowboy" was a true name enough. Ned's big awkward hands with their square, blunt fingers were browned and calloused from field work.

The only time Tom called him by his name was when there was an errand to be run. "Here, Ned, take the jugs to the conduits and fetch the water,

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"I've a headache," he would say. And Ned went, knowing full well he was being taken advantage of, but not minding it at all. The noisy, dirty, violent world of Elizabeth's London was a wonderland to the boy from the country. There were dancing bears, and fights among rival prentice boys, and great coaches jolting over the cobbles, drawn by fine horses, with gorgeous liveries on the box and a glimpse of a haughty, high-nosed face inside. Swaggering soldiers, women yelling insults across the narrow ways between the houses; even the sight of watermen shouting between the arches of London bridge to the apparent peril of themselves and their passengers—Ned never tired of what he saw, and after one noisome drenching when slops came down on his head from an upper window, he managed his errands without disaster. Mistress Whitley called him a good biddable lad.

But what of Master Whitley? What did he think?

Often the young apprentice stole a glance at the great joiner as he laid the sure, keen-bladed knife to the design of fruit and flowers growing over the back of the Duchess of Bedford's chair. The knife seemed merely an extension of his fingers. Master Whitley stood where the light fell most clearly, in his plain woolen breeches and hose, the stout apron protecting his snowy shirt, his flat round cap on his thick dark hair, his face as hard and clean-angled as his own carvings. He had two earnest journeyman joiners working with him, drawing wages and adding to their knowledge of the mystery of good joiner work. The order of furnishings for the bed chamber of the Duchess was keeping everyone hard at it, and very few words were spoken in the shop.

When Ned brought a handful of whittled pegs to the master, the great man only nodded. He would direct attention to a stool leg that needed more sanding merely by a jerk of the thumb. Even when they all sat down at the table together—the master, the two journeymen, the apprentices and the chubby-cheeked five-year-old Toby Whitley, with Mistress Whitley, her daughter Jane and the serving maid scurrying around with the porridge bowls and the ale-cans—Ned never felt at home, and saw nothing in the rigid face of the master that he could read to his hope.

At least, he had not been beaten yet. Awkward he might be, and ignorant, but he had had no more than an impatient word or two for his slowness. And the master joiner was no Job with any member of his household. He had a flat billet of hardwood with which he had dusted the breeches of Tom for hiding away a piece of spoiled work. Tom had howled like a lost soul, and Ned had flinched with each heavy blow. The journeymen only looked up from their work with sardonic grins.

"I'll complain to the wardens!" Tom had sobbed, "I'm lamed for life—"

Ned didn't understand then what he meant. But one day not long afterwards, two strangers entered the shop—grave middle-aged men wearing long gowns richly furred. He stood open-mouthed while they spoke courteously to Master Whitley, and then looked around the shop, examining the work in progress. He felt their stony gaze on him and blushed hotly. "Young Woodruff," he heard one of them say, "You recall, we saw him presented at the Hall."

Ned had only a foggy memory of the time Master Whitley had presented him to the Guild of Joiners as an apprentice; he did not recall these dignitaries.

He noticed them eyeing Tom, and shortly afterwards, they spoke privately with Master Whitley, and then left.

"Who were they, Master Will?" he asked timidly of the older journeyman.

"They're wardens of the Joiners Guild," Will explained. "Every now and then they come around, to see if the work is proper and that you apprentices are fat and hearty. There's never any trouble *here*—our master is well thought of—but for the honor of the Guild, they drop in and snoop around every now and again. Hey, Tom—I thought you were going to complain of your beating?"

Tom glowered. "I'll choose my time," he muttered.

"I saw them giving you the eye, Tom," put in Henry, the younger, merry-eyed journeyman, "Could it be they've seen you hanging around the taverns again?"

It was all Greek to Ned. But he saved the incident in his mind to tell Mum and Dad whenever he should be able to go back to Chelsea village on a holiday.

That evening after the two apprentices had gone to their loft, Tom produced a stump of a candle and a pack of greasy cards from under his side of the straw mattress. "I'm minded to teach you primero, Plowboy," he said, "not that you have the wits for cards, but because I'll have to mind my ways for a while, and I may get rusty."

Ned was sleepy, and only too well aware that Tom was his superior in everything; but he did not want to be surly. He accepted the cards Tom dealt him, staring at them curiously.

"Why are we prentices not allowed to play cards?" he asked, suppressing a vast yawn.

"It's more of the nonsense of the City and the masters of the guilds," Tom looked over his cards. "No long hair, no handsome clothes, no cards, no

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dice, no bear pits, no bull rings, no theaters for the prentice lads. Just keep your nose in the dirt and never stop grubbing to draw breath. Well, I know my ways around all that. . ." He winked largely. "Now, Plowboy, look here and attend, as our worthy master says. . ."

• • •

DULL THOUGH HE MIGHT BE at cards, Ned did his best to follow directions in the shop. His first cry of "What do you lack?" to the passersby in the narrow street outside brought roars of laughter from Will and Henry, and even a smile from Master Whitley, for Ned's voice cracked lamentably.

But a grave stranger halted at the dreadful sound, and entered the shop, saying that he had just recalled his need of a stool. The men clapped the blushing Ned on the shoulder, and Henry, who had made the stool, gave him sixpence.

The first money he had ever had for his very own awed the boy. When the tale was told over the dinner table, Tom had plenty to say about "plowboy's luck," but young Jane shyly gave Ned a little purse of her own knitting, and he thanked her bashfully and placed the sixpence inside.

After the Duchess' order had been filled, the air in the shop was less tense. Again and again, Master Whitley would call Ned to his side. "Now boy, look here and attend," he would begin, "Take your whittle. See the grain of this wood. Here begin your cut."

Life was full of wonderful things and great surprises. One day Henry, the journeyman, allowed Ned to look at his "masterpiece"—a carved and inlaid coffer he was making to present before the masters of the guild to show them his proficiency as a workman and to bring him his freedom of the craft. He could set up his own shop then. Master Whitley came over while the display was going on.

"It is a good piece of work," he said, "but I feel that the inlay here is not quite true, Henry. The wood will shrink and gap. See there, Ned, the skill you may come to in time, if you work hard and attend."

Ned felt warm and weak inside at his master's notice. He observed, however, that Henry, the deft and capable journeyman, was blushing at his master's praise, while he rubbed the offending inlay nervously with his thumb.

He could not understand why Tom should hate his master so. It was like hating Almighty God, almost, or the Queen herself. Master Whitley was a truly great and skillful joiner. He knew everything there was to know

about carving and working with inlays and sound construction. He had gone to Rome as a young journeyman, to study there. He knew all woods and their virtues and defects. If he rapped clumsy fingers or boxed ears, it was because he could not bear imperfections.

Ned felt that he was learning. He had made two coffin stools that did not rock when Master Whitley tested them with his heavy hand. They were very coarse-plain articles, but sturdy. Ned saw them sold with a pang of regret almost, for they had become old friends. The money they brought was of course not his—whatever an apprentice earned over the counter was his master's. Did not Master Whitley provide him clothes, food and shelter, in addition to the priceless instructions in the joiner mystery? And wasn't the wonderland of London all his?

But he had not forgotten Chelsea and the family there. It took monstrous struggles with his shyness, but on Good Friday he managed to ask Master Whitley if he might spend the Whitmonday holiday at home. Master Whitley looked gravely down upon him; but there was a twinkle in the stern gray eyes as he regarded the sweating youth.

"Be sure you are back before dusk, then," he said, "and avoid footpads and highwaymen."

Ned nearly fainted from relief. Tom called out from the shop front, "And who'd be robbing you, Plowboy?" Then he sidled out.

Ned sought out Henry during the noon rest. "Sir," he begged, "do you know where I could buy a pair of buckles and a silk handkercher for sixpence? For Dad and Mum," he explained.

Mistress Jane, shaking out the table-cloth, overheard and came into the shop. "I have a new kerchief all silk, very fine," she said, "I'll give it to you, Ned. Then you can spend your sixpence on the buckles."

Looking at her glowing cheeks, he knew that her feelings would be hurt if he refused. "I thank you very kindly," he muttered, "I'll—I'll buy you a handkercher—one day—" Suddenly seven wageless years of prenticeship seemed a weary age.

Jane darted away, Henry whistled, and Ned blessed his stars that Tom wasn't there.

He had not returned at nightfall.

Master Whitley took Henry and Will, torches and a brace of convincing knobby clubs and went out. They came back muddy and grim-eyed several hours later, without Tom.

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his anxiously waiting family. "Has he said anything to you lately, Ned, that might help us find him? I know he's not eager to come home to a thrashing, but there are rogues abroad who'd slit his throat for the clothes he wears."

Next morning, on his way to the conduits with the water jugs, Ned thought he had a glimpse of Tom, but he could not be sure. This youth was elegantly arrayed in huge padded breeches and a peach-colored silk doublet—fashionable attire forbidden to apprentices by ordinance. The fellow dodged out of sight in the crowd.

"Tom!" yelled Ned, and ran after him, "Tom, wait!"

He ran through narrow cobbled lanes, bumping into porters and prentices and grave citizens, keeping the peach-colored doublet in sight. His progress was halted abruptly by a mob of people hooting at a prisoner being whipped through the streets behind a cart—a blowsy, dirty woman naked to the waist, who alternately shrieked and cursed. He thought he saw the peach-colored doublet dive into a tavern door.

• • •

LATER, when he got through the crowd and darted in the door of inn, he yelled, "Tom!" again. A gust of foul air, smelling of stale ale, boiled cabbage and sweat, greeted him, and a burly, blackbearded man in a dirty apron stood facing him. "No one name of Tom here, sonny," he announced.

Behind him hovered several ugly-looking customers. Ned made a quick step forward—suddenly grew aware that he had Master Whitley's water-jugs in hand. He would be foolish to try anything alone. He left, taking careful note of the neighborhood, and ran back the way he had come. He filled the jugs, but the water half-slopped out of the jugs when he reached the shop.

Master Whitley grunted as Ned gasped out the story. The journeymen shook their heads. "You'd best report to the Guild, master," suggested Will. "The rascal's past praying for."

"Shall I start for that tavern? Ned can show me," Henry offered eagerly. "Ten to one he's been drinking and dicing with a pack of thieves that may do him harm when they've milked him dry."

Master Whitley said no word but returned to the family rooms above the shop. When he came down again, he was dressed in the livery gown of the Guild, with furred hood and cap. He looked grand and solemn. Behind him came Mrs. Whitley, weeping into her apron.

"He has taken eight crowns from the money box!" sobbed Mrs. Whitley.

"He is a shame to our mystery and a bad lad," proclaimed Master Whitley, "but don't cry, my dear. First we'll get him out of the stew he's in. Will, Henry, come with me. Ned, you'll mind the shop. Jane, see to dinner."

The journeymen rolled down their sleeves and put on doublets and caps. Master Whitley led the way, his long furred sleeves swinging.

Hours passed. Ned had to wait on a fussy old gentleman who wanted a cabinet made. He was disappointed at not finding Master Whitley at home, and would not wait until he returned. He found fault with every design Ned showed him, and finally settled on the first one he had seen. He hadn't been long gone before Will returned.

Mistress Whitley and Ned rushed at him. "Did you find Tom?" they demanded.

"We did," Will nodded with grim satisfaction. "You know what that young idiot did? Hid a suit of fancy clothes there in the tavern to strut around in. He's been dicing and playing cards there with a pack of rascals. They let him win until he decided to venture some of master's money. Then they hooked him. He was afraid to come back, and after the landlord saw you, Ned, he took the lad's clothes and sold them. He was hiding in the loft in his shirt, blubbering. We had the city watch and the wardens of the Guild in, and the landlord was fined for harboring a prentice and made to take down his sign. As for Master Tom, he had a sound thrashing at the Guildhouse, and he was dressed just right for it—or undressed."

He had hardly finished the last word before Master Whitley walked in. "Have you told them, Will?"

"All I knew, master. What's to befall Tom?"

Master Whitley shook his head. "He was whipped and sent to the house of correction," he said, "but look here and attend, all of you. He will come home again, and I want him made welcome. He's made a bad mistake, but he's sorry and he has the proper gifts for learning our mystery. I'll see that he learns it yet. I have so promised the Guild."

Ned stared at the great joiner in awe. He thought of the Almighty forgiving sinners—he thought of mercy and long-suffering. He was convinced that the master had saved Tom from being murdered. Now he was giving the sinner a fresh chance.

"I'm so glad," breathed Mistress Whitley. "Poor stupid lad!"

"Well, to work, tomorrow's Easter," Master Whitley said, unfastening his livery gown. "Ned, when you see your parents Whitmondey, you may tell them that I have good hopes for you and that your progress is promising."

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## BUSINESS NOTEBOOK



by WILLIAM M. FREEMAN

**Y**OUR PRODUCT is brand new. The technicians and the machinists have just finished making the first pilot model of what you hope will be millions. Now you have a problem even bigger than working out the original concept. Is it safe for use? And is it permitted in every community in the land?

Consider the soda fountain: You have just devised a real fancy one that makes sixteen sodas in as many flavors by automation, or something much like it. You come up against 27,000 conflicting local ordinances on sanitation, which means that no manufacturer can make a single fountain that will be acceptable everywhere.

Consider pipe and piping. You have just worked out a new method of extruding polyethylene pipe that opens up a vista of new uses and new markets. Now you want to sell it. You come up against fully as many regulations, written in the days when "pipe" was made of anything *but* such newly-minted plastic substances.

Some highly-practical workers in:  
**NO IVORY TOWER**

—are busy in Ann Arbor, Mich., testing, reporting and recommending

the products of business and industry. They are staff members of the National Sanitation Foundation, a group that has a somewhat misleading name. Its work, in essence, is to study how man's environment affects his need—a big assignment. In addition to the problems of cleanliness and health suggested by its name, it studies and tests all sorts of products and devices as a service to manufacturers.

Further, in cooperation with groups of manufacturers, it works out sets of standards and supplies seals of approval for products that meet the agreed-on regulations.

All of this is done on a non-commercial and non-profit basis. The foundation, which is quartered at the School of Public Health at the University of Michigan (although it is not a part of that institution) has authorized use of its seal on more

than 5,000 items of equipment made by 125 producers.

On such an item as plastic pipe, for example, it cooperated with the Society of the Plastics Industry and individual manufacturers to ascertain whether the pipe in various compositions and sizes was safe for milk plants, wineries, gas, gasoline, crude oil and hundreds of other substances.

Walter F. Snyder, executive director of the foundation, is a dedicated man who believes in—

### PARTNERSHIP

—between business and education. Just such a joint effort is being pursued at the Case Institute of Technology in Cleveland, where high-level managers of business and industry are being trained in self-development.

Over a 27-week period—eight weeks in actual study, the remainder on the job—Case teaches no "Cook's tour of business," no trade or technical courses, but the evaluation of all the variables in the making of a management decision. There is an important addition—the relationship of business to the humanities and the social sciences—so that the end-product management man is a rounded and "complete" individual. The course also takes up change and innovation as a managerial technique. It is no accounting school, with emphasis on selling methods, but an intensive course on what lies behind a decision affecting thousands

of workers and the future of an enterprise.

An important result of this approach to the training of management men is described by Robert R. Tufts, director of the management development program and professor of industrial engineering, as an increase in "perspective of the place of the total business" and "a gain in freshness of imagination."

### THE OLDER WORKER

J. R. Cominsky, publisher of *The Saturday Review*, weekly journal of literature and the communication arts, is a highly practical man. He is disturbed over the increasing difficulty of the older worker in finding a job, and he asks, in effect:

"Of what use is a longer life if it is accompanied by a shorter work span?"

He would like to see insurance companies working out a new approach to group life insurance plans, and states adjusting their unemployment insurance and disability compensation laws so as not to penalize employers financially if they take on older workers.

Over and above this humane and sensible step toward solving a very deep and important problem, affecting all of us sooner or later, he has this suggestion:

Allow employers a federal tax credit linked to the number of employees in the various age groups. This, he feels, would help to offset

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### DICTIONARY

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the extra costs in terms of pensions and the higher illness rate that the older workers might entail.

## DICTIONARY

A most helpful book that should be at the right hand of everyone in every aspect of business and industry has recently been issued. This the *American Business Dictionary* (Philosophical Library, New York, \$10), by Harold Lazarus, an assistant professor of management at Hofstra College, Hempstead, L. I.

It defines just about everything a business man needs to know, from abandonment ("refusal to accept a shipment from the delivering carrier . . . can be exercised only by one who has a property right . . . relinquishing title to an insurance company for the purpose of claiming a total loss . . . to be distinguished from 'rejection'") to zone plan ("method of concentrating advertising in a limited area instead of covering the entire country at once").

Between the two are more than 500 pages of closely-packed information designed to help business men, and others in their daily tasks, by supplying facts a standard reference work might not include. It includes material on job titles, abbreviations, and even the names and functions of business and government institutions. It is highly recommended as a text for business libraries.

## NO SPOTS

There is always room for improvement. The thesis is illustrated by the formation recently of a concern known as the Clean-A-Tie Corporation, subsidiary of the Wallach Laundry, which operates 45 truck routes in the New York area.

Cleaners have been removing spots for a long time by one method or another, and usually the results are not much better than so-so. The Wallach technicians have been studying and testing methods of getting gravy out a valued necktie for more than a year, and they have come up with a process they believe will do the job better than any previous method.

The process uses electronic controls to maintain humidity at the proper level for best soil removal and color maintenance. It keeps the solvents used in a constant state of purity, so that the liquid in which the ties are cleaned does not become progressively more soiled. Air drying is done at low temperatures, kept at a constant rate. Operators use specially-designed equipment in place of ordinary pressing. And so on.

It demonstrates anew that if a product or a service is not quite satisfactory, perhaps it can be improved. All that is needed is a knowledge of the problem and the stick-to-it-tiveness to keep on trying various solutions until the right one is found.



# ACT on FACT

by James Black

**M**Y object all sublime, I will achieve in time," rollickingly chanted the larger-than-life Mikado in the Gilbert and Sullivan operetta to which he lent his name. And then, in a now famous tag line, he described his objective, "To make the punishment fit the crime, the punishment fit the crime."

As things turned out, the Mikado wasn't much of a disciplinarian. Nobody was punished—at least not much. But then, nobody was guilty of very much either. So as a dispenser of justice the Mikado may have smoked more than he fired. But he did succeed in defining a principle of justice which stands up straight under the closest kind of scrutiny, and his maxim on the handing out of discipline is one that the alert supervisor would do well to follow.

## THE WELDER HAD A POCKETFULL—AND IT WASN'T RYE

Take the case of a welder we'll call Red O'Hara, who worked for a steel fabricating company somewhere

west of West Virginia. He landed in trouble which put him on the spot directly behind the eight-ball. Perhaps if his management had heeded the Mikado's advice a great deal of useless circle-running could have been avoided. But—well, to get the story straight we'll have to begin at the beginning.

On one of those winter evenings when night literally blitzkriegs pallid daylight from the sky, Red O'Hara was passing through the plant gates on his way home from work. A protection officer asked him to show the contents of his pockets. O'Hara was loaded. With company property. Among the items that this ambulatory stock-room had on his person were a set of cutting tip cleaners, a terminal lug, two feet of strip solder,

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a number 2 burner tip and a pair of goggles. This last was an issued item chargeable to the employee, so we can forget about it. But the other stuff? It was hot. O'Hara had no pass authorizing him to remove it from the premises.

Red O'Hara was caught red-handed, and it looked like he had about as much chance of putting a reasonable explanation on his conduct as Robin Hood would have had, on being caught heavy-handed by the Sheriff of Nottingham, saying, "I got this venison from a friend who owns a butcher shop." Justice for O'Hara was as prompt as a tax bill. He was suspended on the spot, and this was followed by a discharge the next day. The employee had his pockets full of loot and the guard put the ball on him hard when he tried to slide for home. The company rule stated theft meant discharge. That was that! A cut and dried case.

#### O'HARA SIDE OF THE COIN

But O'Hara didn't think so. He had a story and he thought it was a good one. So he filed a grievance and eventually it went to arbitration. This is how O'Hara defended himself at the hearing.

"I decided to lengthen the ground cables attached to the welding machine, so I obtained a lug from the welding shop storeroom by snipping it off from the short piece of cable to which it was fastened. While I

was soldering the lug to the extension wire, my foreman asked me to do a burning job. I put the lug and the solder in my pocket until I had a chance to complete the coupling work. The burning job kept me busy until quitting time. I live very near the plant, and I go home in my work clothes. When I walked off the property, the material was still in my pockets. However, it is the custom for welders to carry welding tips of different sizes and tip cleaners. Many times in the past I have done exactly the same thing."

#### WAS O'HARA'S STORY PLAUSIBLE?

You are a supervisor. Does that sound like a plausible explanation to you? Actually it is hard to punch a hole in it. Of course, in the black and white report of an arbitration decision you get the facts, not the background to the facts; at least not so far as the various personalities involved in a dispute are concerned. It would be foolish to attempt to judge a company's action based solely on how an arbitrator decided a particular case. After all, the full story can never appear. There is only the written record.

However, it is *on the record* that the arbitrator decides a case. An employee may be a pretty poor excuse as a workman and still have a personnel folder free of disciplinary incidents or warnings due to substandard job performance. If you,

as a foreman, punish such an employee severely for a minor job failure, and the record of poor performance in the past, culminating in the present incident, does not back up your charge, you are likely to be reversed even though you may be morally justified in what you did. That's why foremen should keep records—at least, one of the reasons.

O'Hara had a good record. He was a man of seven years seniority, and never before had he suffered so much as a warning for an offense against plant rules.

#### THE UNION'S ARGUMENT

The union pointed out that O'Hara had made a good faith attempt to remedy an unsafe working condition in his equipment; that it was unrealistic to assume he had done this extra work just to gain possession of about 30 cents worth of material. It added that there was no proof that an electrician was available to make the coupling, and that O'Hara had frequently done such work with the approval of his supervisor.

"O'Hara has been improperly charged," claimed the union, "and he should be reinstated immediately without loss of pay."

#### THE COMPANY DISAGREES

The company, of course, took the opposite point of view. It said that O'Hara had never complained that the ground cable on his welding ma-

chine needed lengthening. If he was dissatisfied with his equipment, management argued, he should have called the matter to the attention of his foreman, who would have either given him a set of connectors to use in making the coupling, or detailed an electrician to handle the job for him. O'Hara walked approximately 160 feet from his work location to the storeroom to secure the extra lugs rather than travel 20 feet to the foreman's office to requisition the necessary material. He destroyed a cable for further use as an extension cable when he cut it to remove the lugs he needed. O'Hara, continued the company, had a tool box where he could have stored the material overnight had he chosen to do so. He also knew the rule which forbade employees to take equipment home with them without authorization. What's more, O'Hara transferred the things he had taken from his trouser's pocket to his jacket prior to his departure from the plant, so his offense was not one of mere forgetfulness. Finally, said management, this employee was dismissed because he attempted to take company property off the premises without permission. The monetary value of the goods was not at issue.

#### WHERE WAS O'HARA'S FOREMAN?

What part did O'Hara's supervisor play during this altercation? From the record it does not appear

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that he was involved in any way in the proceedings that took place between the time O'Hara was apprehended leaving the plant with company property and his dismissal. Apparently the foreman's advice was not even sought, although that hardly seems likely.

It is also obvious that the foreman knew O'Hara was doing a coupling job, for he had seen what was going on when he gave the employee a different assignment. However, he had raised no objection to O'Hara method, and he had asked no questions about where his subordinate had obtained the material he was working with.

We must assume, then, that the foreman approved O'Hara's techniques and was not disturbed that the employee had short-cut procedures by neglecting to obtain a formal requisition for his supplies. If the supervisor had thought what O'Hara was doing was wrong, he should have spoken to him about it at the time of the incident and assessed discipline. Then the punishment would have been initiated by the foreman. Things didn't happen that way. Therefore, O'Hara's dismissal was in no way connected with his failure to do his job properly. Rather it was based solely on the act of taking company property. This narrows the argument at issue.

The company did not contradict O'Hara's testimony that he was acting consistently with past practice

when he took articles of job equipment to his home with the expectation of bringing them back the next day. The things he took were small and fitted easily into his pockets. Moreover, they were things a welder might conceivably carry on his person. Because the man didn't change into street clothes after work, there was no need for him to linger in the locker room when his day was done. Moreover, there was no reason to suppose he would make a special trip there to put the material he had been using in his tool box.

#### THE ARBITRATOR'S OPINION

The arbitrator also learned through his questioning that it was the habit of O'Hara to carry his paper money with him stuffed in a tobacco bag. "This," he observed, "lends credence to the idea that the employee's retention of the other articles he had in his pocket, although naive, was an innocent act."

Taking the whole picture into account, the arbitrator concluded, "There is no indication that O'Hara intended to steal the articles he had with him or to convert to his own use property that did not belong to him. Of course, if the evidence was clear that the employee planned to steal the equipment, its monetary value would not be a significant factor. Even if he had stolen a screwdriver, he would be vulnerable to discharge. But it seems that O'Hara thoughtlessly took property that he

intended to return. At least, there is no evidence that this was not the case. He did fail to obtain a pass, and that infraction of the rules deserves punishment. A week's layoff would be the maximum amount of discipline for an act of this kind. Therefore dismissal was too severe a penalty to have given him."

The arbitrator ordered management to reinstate O'Hara to his former job with seniority unimpaired, and with back pay from the date of his dismissal to his return to work with any earnings he might have made during his lay-off to be deducted from the company's back pay obligation.

#### THE COMPANY THREW THE BOOK

This case is based on an official report, and official reports are frequently misleading. Undoubtedly there are factors, irrelevant to the arbitration hearing itself, that may have influenced the company to act as it did. But, on the record, management appears to have slept here. And so does the supervisor.

What have we got? A foreman so indifferent to his duties that he says not a word to an employee when he finds him doing work he is not supposed to do, and with material he is not supposed to have. And a company that fires an employee who has maintained a clean record for seven years because it caught him with 30 cents worth of material in his pocket

that he insisted he planned to return the following day.

Regardless of what kind of an employee O'Hara might have actually been, even a casual examination of the case would have shown that the company had small chance of winning it. It sounds too much like that famous fictional example of justice when Jean Valjean was sent to the galleys for seven years because he stole a loaf of bread to feed his starving family.

Now anybody who is experienced in arbitration knows that the arguments a company can introduce at a hearing must be relevant to the case at issue. So maybe all the facts in the O'Hara case are not discussed. We can only judge by the information we have.

Certainly, too, an employee who steals just "a little bit" cannot be tolerated by any plant management. After all, many a company has found it has been robbed blind by people taking a small item here and another one there, and keeping on doing it. Perhaps this is what happened in the O'Hara situation. Perhaps management was tired of petty theft and decided to make an example of the first person it caught guilty of it.

Or perhaps it had long suspected O'Hara of such activities but couldn't prove it and had no way of making an official record of its suspicions.

That is not the point.

When an employee is fired, a

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company must have a case that will stand up. What's more, it should consult with his immediate supervisor before final action is taken. (Maybe this was done in the O'Hara case and there is simply no account of it in the record.) Then it should review its arguments coldly and analytically to see how they would sound to an outsider who will hear it dispassionately and with no partisan emotion.

If this had been done in the O'Hara affair, it is doubtful that his story would have ever been heard by an arbitrator. The employee would have received a week's suspension and his supervisor would have learned a lesson in his responsibilities as a manager. Oh, there's nothing like hindsight. But if we use past experience as sort of the hindsight of foresight we make things much easier for ourselves.

*This case is based on one described in the LABOR RELATIONS REPORTER of June, 1956. The situation has been altered slightly so that it might be presented from the point of view of the foreman.*



"It's the latest do-it-yourself book. You have to write it yourself."



Continental Gin Company  
Management Club

*Management Team of the Month*

**A**S CONTINENTAL GIN COMPANY announced its expansion program in February, the unity of our company's management team was at an all-time high.

"The management team harmony we enjoy at Continental Gin is prerequisite to such an expansion program," explains Clyde E. Hagler, Vice President in charge of Manufacturing. "Without the assurance of a competent management organization to provide the necessary leadership in the years to come, we could not have undertaken such a serious expansion program. And no management team can be successful without its foremen, who truly are important segments of our management organization."

As our major 1957 project, our 85-member Continental Gin Supervisor's Club is sponsoring a *blue-print-reading class* open to all company employees. Over 300 employees have signed up for the seven classes being conducted by the club two evenings a week over a 40-week period.

We had 35 men graduate from our *public speaking class*, which was conducted during the start of our continuing club-sponsored materials conservation program. The club has also conducted a methods improvement program.

Sixty Continental Gin employees completed a club-sponsored course in the use and special application of new carbide-tipped cutting tools, which were being utilized in order to improve our factory operation.

Behind every project, there are at least a dozen Continental Gin Supervisor's Club members providing the leadership.

Not only have the tangible benefits from such club-sponsored programs been apparent from more efficient and productive operations, but the improved "company spirit" of hourly workers and management alike has been impressive. The teamwork among all human elements of Continental Gin Company is outstanding.

Robert S. Lynch, Chairman of the board of Continental Gin Company,

in speaking of the opportunities in the southeast and announcing our present expansion program, told the Birmingham Rotary Club: "By every known yardstick, we are headed toward a fantastic future in the metalworking industry."

Our Supervisor's Club is ready to provide leadership for taking advantage of that future. "Management" is synonymous with "leadership" and our club is glad to have the opportunity to show that we can provide leadership to cut costs, stop waste, improve production and boost

quality. Because our club knows personal job security lies in a healthy, profit-earning company, we let the employees know it too.

Every employee at Continental Gin, management and labor, is anxious to do what he can to help our company launch an even bigger expansion program at the conclusion of this one. Continental Gin supervisors take seriously their responsibilities of keeping employees informed, since we have found that good communications is basic to a well-coordinated company.



"About this psychology you're using, Dawson . . ."

# How WOULD YOU HAVE SOLVED THIS?



by Lloyd P. Brenberger

**NOTE:** To be considered for \$10 cash awards and certificates of special citation, all solutions to the problem must be postmarked no later than AUGUST 10, 1957. Address your solutions of no more than 500 words to Editor, MANAGE, 321 West First Street, Dayton 2, Ohio.

## PROBLEM No. 17

### STORMY SESSION

"I'm going to fire Johnny Noe at 3:30 this afternoon!" was Elmer's first remark as he stormed into his general foreman's office. "Whoa now, boy, slow down and fill me in on what's going on out there," replied Elmer's boss. Elmer, spluttering, said, "I just told Johnny that I wanted him to operate the horizontal drill during the automatic mill cycle, and he told me if he did that he would have to have more money. That's insubordination anyway you look at it." "Stop right there," the boss said, "and let's examine what you have told me and judge your suggestion in the light of the information you have."

If you were Elmer's boss how would you have conducted the rest of the interview?

*(Remember the deadline: August 10, 1957)*

## THIS WAS SUPERVISORY PROBLEM No. 14

Under certain conditions, mistakes are often most difficult to correct. Rocco, foreman of the melting department in a local foundry, recently faced a "difficult" position. Twice within the last year he had given a written reprimand to his top melting man for failing to carry out his assigned duties.

One day some time later, Rocco, in referring to the job description file, pulled the melters description out. Much to his surprise he found that the duty for which he had reprimanded the melter was not included in the description. Rocco felt that there were two courses of action. One, modify the description by including this duty, or two, admit the error and withdraw the reprimands. Which would you choose?

### TECHNICALLY UNWARRANTED

by James McCormick  
Pittsburgh Coke & Chemical Co.  
Pittsburgh, Pennsylvania

My choice of a solution would be a combination of both courses; first to admit the error, and second to include the duty in the proper description.

As Rocco, I feel the unperformed or

## THE WINNERS

Here are the best solutions to the supervisory problem No. 14. The winners have received checks for \$10 each and a handsome two-color Merit Award certificate suitable for framing.

overlooked duty belongs to the melter, but since it has not been included in the job description, the reprimands are technically not warranted. I would withdraw the written reprimands and tell the man in question that they had been withdrawn. At the same time he would be reminded that actually the omitted duty had been his responsibility. If it had not been, he would have questioned or disclaimed the accuracy of the first reprimand, and probably vehemently protested the second.

It is necessary to determine whether the duty for which the reprimand was given belongs in the job description of the melting man. If it does, it should be incorporated in the description by the person responsible for reviewing and re-writing descriptions, and the revision acknowledged by both union and management. In the event it should not be

Professor Brenberger, who writes the problem for "How Would You Have Solved This?" and judges the entries of contestants, is head of the Department of Industrial Engineering of the University of Dayton. He is a graduate of the General Motors Institute and has had wide experience in industrial relations and engineering. In recent years he served as a project supervisor for a secret Air Force and Navy research program. He spends part of his free time conducting a specialized management development training course, which he organized for Air Force reserve officers.

a part of the melter's job, it should be written into the proper job description, provided it isn't already included, and acknowledged by both parties. This latter situation is not likely, or Rocco, as foreman, would have known it.

Notice would be given immediately to all melters that their job description had been (or was being) revised to cover the job completely and accurately, in order to reduce the possibility of future difficulties. It is not likely that there would be any need for a wage adjustment, because the particular duty in question has been a part of the job all along, even though it had not been a part of the written description.

We are all subject to making mistakes. No one will think less of us for admitting an honest error, and some will think more of us for doing what is right to correct it.

#### OWN UP, ROCCO

*By Ted Lair*

*General Vegetable Oil Co.  
Sherman, Texas*

Rocco must follow both courses of action in order to be fair to his melting man and at the same time correct an obvious flaw in the job description of that job.

As the error was Rocco's, he must own up to the responsibility of the mistake and remove the reprimands. It is true that the melting man probably did not know that the assigned duty was not covered in the job description and was insubordinate in attitude; however, this does not alter the fact that there was actually no insubordination. A policeman does not arrest a man for what he thinks the law should be, but for what the law actually says, and a foreman should not make the "laws" which convict his men. This would lead to anarchy if followed in every way by all foremen.

At the same time the job description should also be changed to cover the duty and all melters notified that the change has been made. In this way any future violations would not be excusable, yet would not punish men for violation of "unwritten laws."

#### BOTH UNDERSTOOD?

*By Howard Borneman*

*The National Supply Co.  
Toledo, Ohio*

Although the task for which Rocco reprimanded his top melting man did not appear in the job description, it is apparent that both men understood the task to be one of the assigned duties. This conclusion is based on the assumption that, since there were only two occasions during the year the task was not performed, the task normally was performed regularly.

The first thing that must be determined is whether or not the task actually is one which should be part of the melter's job, and made part of that job officially, if so determined. This would preclude any future misunderstandings.

If it is determined that the task should not be part of the melter's job, immediate steps should be taken to correct the situation; however, if it is determined to be one of the assigned duties, it would be better to explain to the melter the need and importance of the task and the effects of nonperformance.

A foreman's responsibility is to see that all jobs are done and done well, and a worker would do a better job if he thoroughly understood what was required. Failure to carry out assigned duties after such an explanation can usually be attributed to negligence; and then, and only then, are reprimands justified.

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"Yes, Winston, everyone but me...

is attending the 34th ANNUAL MEETING

and NATIONAL CONFERENCE OF THE N M A\*

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Pittsburgh, Pa.

October 25-26

Penn-Sheraton Hotel

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